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California State Information Technology Strategic Plan 2004

Office of the State Chief Information Officer

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California State Information Technology

STRATEGIC PLAN



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[November 2004]

Arnold Schwarzenegger

Governor
State of California

Clark Kelso

Chief Information Officer
State of California

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GOLDEN GATE UNIVERSITY



MESSAGE FROM THE STATE CIO

November 2004

I am pleased to present the California State Information Technology Strategic Plan. The plan will guide the acquisition, management and use of technology within the Executive Branch of State government for the next five years (2005–2009).

The ideas and contents of the plan have been under development and consideration for over two years and represent the collective research and judgment of literally hundreds of the State's IT and program leaders. The actual drafting process began over one year ago in the form of a strategic planning framework document that I wrote. That document identified the general direction and goals which I thought our strategic plan should contain. I am grateful to the large team of IT leaders who fleshed out that framework document and transformed it into the action-oriented document which you see today.

Our challenge now will be to execute on the plans we have made. The plan has a full menu of activities, and an aggressive timetable for implementation. We are asking a great deal of ourselves, and we will need the strong support of the State's policy-makers in the Executive and Legislative Branches to accomplish our goals. The plan is worthy of that support. It sets us on the right course to improve services to the public while reforming State government operations in the process.

Working collaboratively as a team, we can put the State's information technology program back on track and, in the process, provide the support that is so essential to improving state operations. For the State's information technology leaders, that is our challenge, our obligation and our opportunity. Join me in transforming California government, making it more responsive to the diverse needs of our great State.

A handwritten signature in black ink, appearing to read "J. Clark Kelso".

J. Clark Kelso
Chief Information Officer
State of California

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INTRODUCTION

The pressure on California State Government has never been greater—to be more efficient, cost effective, convenient and accessible to the citizens it serves. It is hard to imagine any significant statewide initiative that could achieve such a transformation in service delivery and state operations without technology as a major component. But today, our technology programs are not capable of meeting this challenge.

Many of our service delivery systems are outdated and inconvenient, internal business systems are antiquated and fragmented, and statewide planning for technology is ineffective. Our technology programs operate with an agency focus and for the convenience of government rather than with an enterprise focus and for the convenience of citizens, resulting in duplication, waste and inconsistent results. Our heavy reliance on outdated legacy systems and a decentralized, non-standardized technology architecture dissipates limited dollars and human resources. This situation exposes the state to higher overall operational costs and increased vulnerabilities to security threats and architecture breakdowns.

The California Performance Review (CPR) echoes these themes, pointing out that customer service is the heart of successful business in America. The CPR recommends setting standards, improving access, moving common services online, rewiring our internal operations, and strategically managing our technology to improve the operational performance of government.

California has long been the world's leader in technology, innovation and change. Governor Arnold Schwarzenegger has made it clear that State government must be integrated into the fabric of this change. How the State manages its information technology resources in the coming years will be critical to the success of its program efforts.

This Statewide Information Technology Strategic Plan outlines a bold but necessary agenda for redefining how we manage our information technology resources to improve service delivery and streamline internal operations. It is a plan to align our technology to an enterprise perspective and focus our investments on those initiatives that will enable significant improvement in statewide service delivery and business operations.

We have adopted a mission statement that recognizes and emphasizes information technology's organizational role as a support player—information technology should

not drive program design and implementation; instead, business needs should drive information technology. Our mission is as follows:

Information technology support for the Executive Branch of California State Government will operate as a seamless enterprise, delivering consistent, cost-effective, reliable, accessible and secure services that satisfy the needs of its diverse public and private customers, including the People of California, its business communities and its public sector agencies.

We have adopted six strategic goals to focus our efforts for the next five years. These goals, and their associated objectives and action items, detail the steps necessary for California to harness the power of information technology to improve service delivery and streamline internal operations. Those goals are as follows:

1. Make services more accessible to citizens and State clients.
2. Implement common business applications and systems to improve efficiency and cost-effectiveness.
3. Ensure State technology systems are secure and privacy is protected.
4. Lower costs and improve the security, reliability and performance of the State's IT infrastructure.
5. Develop and rebuild our technology workforce.
6. Establish a technology governance structure.

In order to keep our action items as concrete and meaningful as possible, we have generally limited their horizon to the next 12 to 18 months. This means in many cases that full implementation of a goal or objective will require additional action items that have not yet been included in this document. Much of the activity over the next year will involve detailed planning for reaching our goals and objectives, and this additional planning will be reflected in an updated strategic plan document that will be released at the end of 2005. In this way, our strategic planning document will remain connected to our progress in meeting our goals and objectives. The State Chief Information Officer (CIO) will take all steps necessary to ensure implementation of this plan on behalf of the Governor.

This plan is a call for changes that can enable the most significant transformation ever seen in how a state government does business. It is time for action.

MISSION

Information technology support for the Executive Branch of California State Government will operate as a seamless enterprise, delivering consistent, cost-effective, reliable, accessible and secure services that satisfy the needs of its diverse public and private customers, including the People of California, its business communities and its public sector agencies.



CALIFORNIA STATE INFORMATION TECHNOLOGY STRATEGIC PLAN

GOALS, OBJECTIVES AND ACTIONS

GOAL 1

MAKE GOVERNMENT SERVICES MORE ACCESSIBLE TO CITIZENS AND STATE CLIENTS.

The State will complete a customer-focused, technology-enabled transformation in service delivery to improve the accessibility, value and cost-effectiveness of services, benefits and information provided to the public, businesses, other government agencies and state employees.

Government services must be made widely available through multiple delivery channels. We should move beyond the face-to-face, paper-based interactions characteristic of the 19th and 20th centuries, and follow the lead set by other 21st century organizations around the world which have used information technology to make information and services more widely accessible to customers. Like those organizations, we must go to the public instead of making the public come to us. Modern telecommunication and information technologies can support this transformation in information, service and benefits delivery. Transformation in service delivery is an imperative for 21st century government.

Objective 1

Develop a Foundation for Transforming Government

The State will implement an enabling management and technical foundation for the transformation of government, making the technical solution implementation process more customer focused, strategic, efficient, and economical.

The essential ingredients of this foundation include:

- *Leadership focused on the redesign of business processes and the exploration and application of technologies across organizational boundaries to improve efficiency, interoperability, and cross-organizational program integration.*

- *A governance process for evaluating government needs and challenges across organizational boundaries and prioritizing those initiatives with a high return on investment and public acceptance.*
- *Common business processes that facilitate interoperability and data sharing.*
- *Shared applications, architectures and code.*
- *Streamlined project development, management and implementation to capture early benefits and encourage transformation.*
- *A robust technical platform to quickly and economically implement and deliver services.*
- *Industry best practices for the state workforce to build capability and capacity.*

Actions

1. The Governor will appoint a Director of e-Services with the responsibility for providing strong statewide leadership for the review of business processes that lend themselves to e-government applications and for the exploration and implementation of technologies to improve service delivery. The Director of e-Services will collaborate with Cabinet Secretaries, the Departments of Finance, Personnel Administration, and General Services and other state agencies to facilitate process reengineering and the application of enabling technology.
2. By March 2005, the State CIO will coordinate with Cabinet Secretaries to initiate at least five projects that will achieve early return on e-Services investment including:
 - a. A project focused on the delivery of services to citizens (such as licensing, or call center services, or recreation and visitor information, or consumer protection).
 - b. A project focused on delivery of services to businesses (such as licensing, or workers compensation, or electronic payment and filing).
 - c. A project focused on services that integrate intergovernmental programs (such as self-service eligibility determination, or online grants processing, or social services benefits delivery).

- d. A project focused on delivery of services internal to state operations (such as online travel and human resources transactions, or data sharing between state agencies).
 - e. A project focused on reorganization of information on departmental web pages around major customer groups or users (e.g., public user, business user, government user) consistent with new look-and-feel standards to be developed by the Director of e-Services.
3. By June 2005, the State CIO will direct the development of a streamlined web application acquisition and development process methodology that enables the reuse of software assets to increase development speed and reduce development cost and risk.
 4. During 2005 a proposal for legislation that authorizes an electronic payment service that does not pass external processing charges on to the consumer will be prepared.

Objective 2

Develop a New State Portal

The State will develop a new State portal with an architecture and web tools that support the rapid, economical implementation and delivery of new services.

Government transformation requires examination of business processes and integration of efforts across organizational boundaries. A new state portal with expanded web services—a "Government Galleria"—will provide the architecture and technology platform to enable this transformation.

Actions

1. By January 2005, a business-focused, statewide portal steering committee will convene to guide development of a new state portal, migration from the existing portal to the new portal, and to identify and prioritize portal services.
2. By July 2005, the State CIO will partner with a selected state agency to acquire the funding, and lead the development and implementation of a sustainable portal project for the State.

Objective 3

Leverage Services Between State Agencies, Federal and Local Government

The State will pursue opportunities to collaborate with federal and local agencies and within state government to leverage e-services.

Many federal, state and local government programs are interrelated or interdependent. Working together, governmental agencies can deliver better services to citizens and reduce the overall cost of implementing and maintaining service delivery systems.

Actions

1. By March 2005, a cross-agency workgroup will be established to develop policy and methodologies for the efficient exchange of information between systems and across governmental organizational boundaries.
2. By June 2005, sponsorship will be identified for one or more projects for shared services that can be implemented in partnership with Federal and/or Local government agencies.
3. The Governor will appoint a Geospatial Information Officer ("GIO") to lead and coordinate the development, licensing and sharing of geospatial data by state government agencies. The GIO will work with the California GIS Council to sponsor an integrated State Geospatial Data Service that will define the data architecture, systems, standards, processes and coordinate the availability of geospatial data used by state agencies.

Objective 4

Promote Interagency and Intergovernmental Data Sharing

The State will coordinate interagency and intergovernmental data collection and management, to improve data sharing capabilities and reduce costs of acquiring and managing data.

System and database designs often prescribe unique definitions and program-focused restrictions, inhibiting the use of data for other purposes, and resulting in duplication and incompatibility of data. The State can do a much better job of sharing data through collaborative planning efforts.

Actions

1. By March 2005, an intergovernmental working group with program executive and policy leader membership will be established to identify major data collection, sharing, and management needs.
2. By June 2005, departmental CIO's will identify data repositories within their agencies, the clients for the data, others who may have need for the data, and limitations (including confidentiality) to presently sharing the data.
3. By July 31, 2005, each Agency CIO will submit to the State CIO a plan to promote the ability to share data throughout the Agency, consistent with privacy interests and fair information sharing practices.
4. By January 2006, the working group established in action item (1) above will submit a report to the State CIO, which prioritizes steps to be taken to expand interagency data sharing consistent with privacy interests and fair information practices.
5. As part of the implementation of the 21st Century Human Resources and Payroll Project, the State CIO will request the State Controller to assess and document the use of state employee name and identifying information across state agencies. The State CIO will request the State Controller's Office (SCO) to incorporate statewide agency interface needs into the new SCO database design and planning to avoid duplication of efforts and data by departments.

CALIFORNIA STATE INFORMATION TECHNOLOGY STRATEGIC PLAN

GOAL 2

IMPLEMENT COMMON BUSINESS APPLICATIONS AND SYSTEMS TO IMPROVE EFFICIENCY AND COST-EFFECTIVENESS.

The State will replace duplicate, conflicting and outdated applications and systems with common solutions that are interoperable enterprise-wide across all departments in the Executive Branch of state government.

The scope of this effort will include common business functions such as financials, including planning, budgeting, general accounting, accounts receivable, accounts payable, human resources management, fee collection, asset management, document and records management, workers compensation, purchasing, inventory and vendor control, and grants processing systems. A common suite of back office systems will enhance the state's capability to manage its technology and provide higher public accountability. Common systems will also provide more robust, comprehensive business capabilities.

Objective 1

Continue Efforts to Implement Enterprise-Wide Applications Already Started

There are several important initiatives currently underway that should be continued and that will be key components of the state's common suite of business applications.

Actions

1. By March 2005, the existing e-procurement solution (Cal-Buy) will be available for agencies that are purchasing from the Department of General Services Strategically Sourced Initiative contracts.
2. By June 2005, the Department of General Services will develop a plan to implement an enterprise, integrated e-procurement solution with strategic sourcing tools.

3. By the end of the year 2005, the State Controller will designate a systems integrator for the State Controller's 21st Century Human Resources and Payroll Project.
4. By the end of the year 2005, the State Controller will begin the two-year development phase for the Employment, Payroll and Employee Self-Service modules.

Objective 2

Ensure Executive Sponsorship for Common Business Management System Development, Implementation and Maintenance

The State CIO will engage program leadership to guide statewide technology planning and implementation.

Technology initiatives must have the support of senior program leaders and focus on the business challenges of state agencies. By engaging senior level program leaders, alignment with state business goals and objectives is assured.

Actions

The State CIO will convene an "Executive Council" to oversee the planning, acquisition and implementation of common Executive Branch business management applications and systems.

1. The Executive Council will be comprised of the Director of the Department of Finance (Chair); at least two Agency Secretaries; the Directors of the Departments of Personnel Administration and General Services; the State Controller; the State Treasurer and the State CIO.
2. The Executive Council will determine priorities; approve acquisition and implementation strategies for common statewide business management systems to ensure they meet the State's business needs, budget development requirements and timelines; and, identify departments to lead specific projects supporting common business applications and systems.

GOAL 3

ENSURE STATE TECHNOLOGY SYSTEMS ARE SECURE AND PRIVACY IS PROTECTED.

The state will conduct rigorous security assessments, participate in comprehensive homeland security exercises and evaluations, adopt secure architectures, and mitigate risks to its systems and infrastructure.

The rise of domestic and international terrorism places the state's technology systems at increased risk at a time when business functions are becoming increasingly dependent on reliable technology support. Threats to homeland security as well as denial of service attacks, unauthorized access, modification or destruction of critical data, viruses, worms or trojans, can have a severe impact on business operations. We must ensure California's systems are sufficiently safeguarded and robust enough to support homeland security needs and to maintain business continuity of state government.

Objective 1

Adopt Statewide Security Standards

The State will adopt statewide security standards consistent with the state's enterprise architecture, for program data access, network connectivity, desktop management, server configuration, Internet connectivity, and external access to technology services.

Implementation of statewide security standards will help ensure the elimination of structural vulnerabilities from the state's information technology architecture and enable more uniform, robust security measures to be implemented.

Actions

1. The State Information Security Officer (ISO) will convene an information security management workgroup to compile and publish best practices for information security.
2. By May 2005, based on the work of the workgroup, the State Information Security Officer will identify best practices for information security and publish a Risk Assessment Checklist for use by state agencies. The best practices and checklist will be updated annually.

3. Under the State Information Security Officer's leadership, the workgroup will assess the State Administrative Manual, sections 4840–4845, for currency and effectiveness in addressing information security. The workgroup will develop proposed revisions by October 2005.

Objective 2

Assess and Mitigate Security Risks

The State will conduct security risk self assessments, participate in homeland security exercises and evaluations, and implement corrective actions and risk reduction measures in all State agencies to address identified vulnerabilities.

The rigorous administrative review, and testing and evaluation of State Security Programs will strengthen security measures and improve security awareness.

Actions

1. State agencies will conduct annual security risk self assessments and participate in California homeland security exercises led by the California Military Department's Homeland Security Exercise and Evaluation Team to assess the adequacy of plans, procedures and resources required to counter potential threats to the State's technology resources and its ability to support business operations. The assessments and exercises should encompass not only intra-departmental systems, but also inter-departmental interdependencies.
2. By December 2005, the State ISO will organize security assistance peer review teams to conduct agency peer reviews and assist in developing information security risk management and training plans.

Objective 3

Develop a Statewide Security Risk Management Plan

The State will compile results from self-assessments, peer reviews and departmental risk management plans and develop a Statewide Information Security Risk Management Plan.

The strength of security measures depends on an integrated statewide risk management strategy.

Actions

1. By June 2005, the State ISO will identify the most serious and common information security threats and lead a workgroup of agency security specialists to define statewide risk mitigation measures. The recommended measures may include both intra-departmental actions and inter-departmental actions (such as the provision of shared security services and consolidation of IT infrastructure).
2. By March 2006, the State ISO will complete development of a Statewide Information Technology Risk Management Plan to address threats and define risk management strategies. The plan will include requirements for business continuity and operational recovery planning, periodic updates of threat assessments, risk analysis, and mitigation measures.

CALIFORNIA STATE INFORMATION TECHNOLOGY STRATEGIC PLAN

GOAL 4

LOWER COSTS AND IMPROVE THE SECURITY, RELIABILITY AND PERFORMANCE OF THE STATE'S IT INFRASTRUCTURE.

The state will develop a statewide Enterprise Architecture that will standardize and consolidate its information technology infrastructure and management to enable a more citizen-centered, customer focused government that efficiently and strategically manages its technology investments to achieve desired business outcomes.

The state must use its limited technology dollars wisely. The state needs an Enterprise Architecture (EA) to guide the consolidation, acquisition, maintenance and operations of IT systems to make sure they are available, secure, cost effective, and interoperable in response to key business drivers. The EA will facilitate statewide technology governance, lower costs and improve the reliability and performance of the state's IT systems and infrastructure.

Objective 1

Adopt a Statewide Enterprise Architecture Methodology and Technology Standards

The state will define a strategy for the adoption of a statewide EA and the implementation of statewide technology standards in support of enterprise data sharing and statewide systems interoperability.

Actions

By June 2005, the California Information Technology Council (ITC), chaired by the State Chief Information Officer (CIO), will:

- I. Choose a methodology and define a strategy for the implementation of an Enterprise Architecture and for the adoption and maintenance of statewide technology standards.

2. Develop a process and timelines for the coordinated adoption of standards in fundamental information technology domains including:
 - a. Statewide authentication
 - b. Identity management
 - c. Operational recovery
 - d. Business continuity
 - e. Application development and testing
 - f. Desktop/servers
 - g. Collaborative software
 - h. Data Sharing
 - i. Security
 - j. Local/wide area networks
 - k. Telephony
 - l. Application Software

Objective 2

Consolidate Technology Infrastructure and Services

The state will consolidate its technology infrastructure and services to leverage the economies of scale in the utilization of resources, eliminating unnecessary redundancies and reducing support cost through standardization.

These efforts will align with the development of the enterprise technology architecture and implement the strategic direction for the use and deployment of information technology solutions statewide. Technology consolidation will increase the security, robustness and reliability of the state's technology infrastructure and improve budget allocation and performance management, cross-agency collaboration, information sharing and e-government solutions.

Actions

The Director of the Stephen P. Teale Data Center will submit a plan to the State CIO for the consolidation of common information technology infrastructure and services:

1. Email consolidation by June 2005 including multiple service offerings.
2. Server consolidation by December 2005 beginning at the department level and developing into consolidation at the consolidated state data center where appropriate.
3. Security consolidation by March 2006 including a variety of security services provided by the consolidated state data center and other providers that will address patch management, password protection, and other security measures.
4. Network consolidation by December 2006 including the DGS/Calnet, Department of Transportation, HHSDC and TDC networks.

Objective 3

Pursue Enterprise-Wide Procurements

The state will pursue the enterprise-wide procurement of technology using enterprise architecture and standards as a framework to leverage buying power and support the implementation of standards and consolidation.

Enterprise-wide procurements can achieve lower overall pricing, reinforce procurement best practices and responsiveness to business needs, improve systems security and facilitate the integration of systems across agency boundaries. The Department of General Services Strategic Sourcing Initiative will establish the foundation for expanded enterprise-wide IT procurements.

Actions

1. The State CIO will collaborate with the Department of General Services and the Department of Finance to establish an enterprise procurement policy and framework for the development, funding and implementation of enterprise contractual agreements.
2. Working with the Department of General Services' strategic sourcing initiative, the State CIO will convene a workgroup to identify and prioritize enterprise procurements.

CALIFORNIA STATE INFORMATION TECHNOLOGY STRATEGIC PLAN

GOAL 5

DEVELOP AND REBUILD OUR TECHNOLOGY WORKFORCE.

The State will develop and rebuild its information technology workforce to meet the needs and challenges of supporting a large and complex public-sector organization in the 21st Century.

The structure of the state's technology workforce has not kept pace with the changing environment of technology. While on one hand, the skills needed to sustain legacy systems are dwindling because of retirements which are projected to increase in the next three to five years, on the other hand, the state has not been able to acquire sufficient skills or capacity to develop, operate or maintain newer technologies and systems. We must begin succession planning and rebuild our workforce.

Objective 1

Modernize the Technology Classification Structure

The State will modernize the classification structure for its technology workforce to more accurately reflect the work functions and skills needed to develop, operate and maintain its technology infrastructure, including programs, systems, services and features.

Actions

1. The State CIO will immediately convene a workgroup of departmental business stakeholders, bargaining unit representatives, the State Personnel Board, and the Department of Personnel Administration, to examine the classification structure of Information and Telecommunications Technology employees supporting the state.
2. By July 2005, the workgroup above will issue a report to the State CIO with recommendations, including proposed new classification descriptions, to better meet the state's technology workforce needs.
3. By August 2005, the State CIO will submit a proposal to the Department of Personnel Administration for the modernization of the state's technology classification structure.

Objective 2

Expand Recruiting Efforts for Technology Professionals

The State will expand and modernize its recruiting programs directed at its information technology workforce.

Actions

By March 2005, the workgroup established above in Objective 1 will prepare a plan for recruiting technology employees from colleges and universities, and the private sector.

Objective 3

Provide Professional Development for Technology Personnel

The State will develop and support a robust technology training program focused on leadership, project management, acquisition management, systems management, application development and other skills necessary to support new technologies.

Actions

1. The State CIO will convene a workgroup by April 2005 to assess the skills and training needs for each function in the technology workforce, including technical certification requirements and continuing training to maintain currency and proficiency.
2. The workgroup above will by June 2005 identify centers of excellence for each information technology specialty area to assist state agencies in addressing technical and capacity issues.
3. The workgroup will by August 2005 develop a State Technology Workforce Training plan that outlines initiatives to improve the capacity and capability of state technology employees to meet the strategic goals of the state.
4. The State ISO will by October 2005 lead the development and provisioning of security awareness training for end users.

GOAL 6

ESTABLISH A TECHNOLOGY GOVERNANCE STRUCTURE.

The State will establish a technology governance structure to improve the application of technology and its effective use across state agencies.

The governance structure will ensure:

- Business and program responsiveness,
- Successful and relevant strategic planning and decision-making,
- Oversight and alignment of information technology projects and operations to ensure consistency with strategic policies and the state Enterprise Architecture,
- Operational implementation by those most directly responsible for program performance, and
- Visible and open coordination, oversight and accountability.

Objective 1

Establish a Layered Technology Governance Structure

The State will establish a layered governance structure for technology that clearly assigns authority and responsibility for management and support services at the appropriate levels to reinforce the state's technology potential while ensuring collaboration with and input and participation from state agencies.

Actions

1. By January 2005, the State CIO and the Director of Finance will direct the drafting of a comprehensive legislative and administrative proposal to implement the governance structure. See Appendix A for the proposed governance structure.
2. By January 2005, the State CIO will recommend to the Governor an executive order directing Agency secretaries to implement management changes within the departments reporting to them, elevating the role of the Agency and departmental CIO's to encompass oversight of all technology within their organizations.

Objective 2

Establish a Department of Technology Services

The State will establish a Department of Technology Services (DTS) to provide comprehensive technology services to the Executive Branch of State government including support for enterprise applications.

The Department of Technology Services will serve the common technology needs of Executive Branch agencies and other public entities with accountability to customers for providing secure services that are responsive to client needs at a cost representing best value to the state.

Actions

1. The Director of the Stephen P. Teale Data Center and the State Chief Information Officer will present to the Governor a comprehensive plan to formally reorganize and consolidate the Teale and Health and Human Services data centers.
2. By January 1, 2005, using the consolidated data center as the foundation, the State CIO will present to the Governor proposed legislation to establish the Department of Technology Services. See Appendix B for a proposed departmental structure.

Objective 3

Improve Management of the State's IT Portfolio

The State will develop and implement a statewide system to manage its portfolio of IT applications, systems and projects, to integrate the management of technology initiatives into an overall statewide vision and strategy for IT. Agency CIO's will be assigned oversight responsibility for IT portfolios within their program areas.

The availability of portfolio information on a statewide basis will promote the strategic management of the State's technology investments to ensure they are integrated with and supportive of statewide business objectives. To effectively provide services to the public and client groups, the State must understand the portfolio of applications, systems, and projects that consume resources and are available to support current and future program strategies.

Actions

1. By May 2005, the State CIO will evaluate the need for an enterprise portfolio management software tool for use by Agency and department CIO's statewide.
2. By June 2005, all Agency CIO's will compile basic information about their Agency IT activities and assume responsibility for oversight of their respective Agency technology portfolio.
 - a. They will apply standard performance management tools (such as earned value) to all major projects under development.
 - b. They will develop and apply metrics to all major operational systems to assess performance and identify when management action is needed to address system issues.
 - c. They will determine where duplicative or overlapping systems may exist and coordinate efforts between departments to consolidate or interrelate those systems, such as geospatial databases that support Graphical Information Systems.

Objective 4

Implement Performance Measures

The State will develop performance measures and methodologies to assist in managing its technology systems and services.

While comprehensive performance measures depend on more robust enterprise financial and resource management systems than exist today in state government and on more complete definitions of business needs, steps will be taken to improve performance review, prepare for more rigorous performance evaluation tools in the future, establish baselines, and encourage better performance from technology systems.

Actions

1. By June 2005, the State CIO will establish a high-level cross-departmental Performance Measurement Advisory Committee to adopt standard methodologies for service delivery (such as Information Technology Service Management—ITSM) and project management (such as PMI).

2. By October 2005, the Performance Measurement Advisory Committee will adopt and promote standard model(s) for defining and measuring performance, such as the Balanced Scorecard, Economic Value Added, Service Level Agreements, or Benchmarking, and provide support to state Agencies and departments in developing baselines and ongoing plans for reporting performance to their management.
3. By January 2006, the State Chief Technology Officer (Explained in Appendix B) will implement a pilot project at the consolidated data center to measure key metrics for managing day-to-day IT operations, and measure service level metrics, for the specific business needs of selected clients.

APPENDIX

Appendix A—Proposed Technology Governance Structure

The governance structure will be comprised of the following component layers:

- A. A State Chief Information Officer who is a senior advisor to the Governor with full responsibility and authority for statewide technology vision, strategic planning and coordination, technology policies and standards for secure technology solutions, technology architecture, technology acquisition, project management and defining a streamlined technology project review and approval process.
- B. A Technology Commission chaired by the state CIO (as a non-voting member) and comprised of the Director of Finance, the State Controller, and all Cabinet Secretaries. The Technology Commission will have oversight of the Department of Technology Services and will review and approve state IT policies, standards, architectures, and major enterprise projects.
- C. Agency Chief Information Officers, who are responsible for overseeing departmental management of assets, projects, data systems, and IT services, through a reporting oversight of departmental CIO's. Each Agency CIO shall develop a 3-year plan to rationalize and standardize within their respective Agency, the IT infrastructure, data, and procedures for all departments within the Agency.
- D. A strengthened departmental CIO function, with CIOs directly responsible for all IT activities within the department and accountable to their department director and Agency CIO for purposes of reporting departmental IT performance. All employees in IT classifications and all IT systems, assets, projects, purchases, and contracts will be accountable to the department CIO, who will, under the direction of the department's governance authority, establish standards and procedures to promote efficient and effective use of IT resources throughout the department. Each CIO will develop a 3-year plan to rationalize and standardize the department's infrastructure, data, and procedures, consistent with the Agency plan developed by the Agency CIO and will report performance, accomplishments and issues to the Agency CIO.

CALIFORNIA STATE INFORMATION TECHNOLOGY STRATEGIC PLAN

Appendix B—Proposed Department of Technology Services

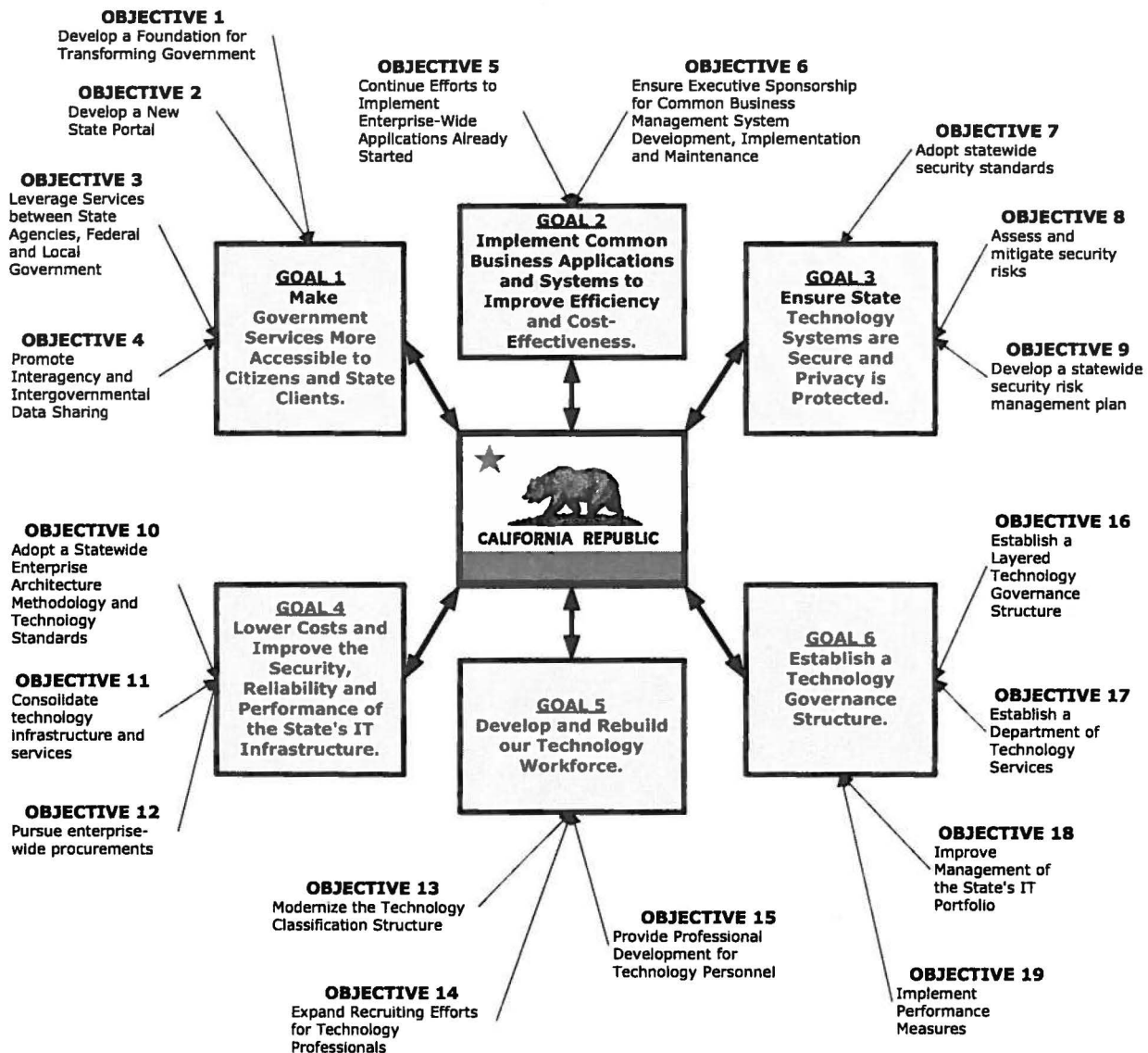
The components of the proposed department include:

- A. Consolidation of the current assets, functions, and clients of the Stephen P. Teale Data Center and the California Health and Human Services Agency Data Center, excluding the Health and Human Services Agency Systems Integration Division.
- B. A fund for the department that is derived from excess earned revenues, pro-rata deposits from departmental program budgets, grants and direct appropriations and is continuously appropriated, available for encumbrance without regard to fiscal years, and restricted from use for any other purpose than funding technology solutions.
- C. A State Chief Technology Officer, appointed by the Governor or selected by the Technology Commission with operational responsibility for the new department.
- D. A State Information Security Officer and security supporting staff, to oversee information security for the department, manage statewide information security applications, and recommend measures for adoption throughout state government.
- E. A Research and Development Branch, staffed to perform applied research on new technologies that are expected to have near-term benefits to state government.
- F. A statewide Technology and Systems Acquisition Branch, to facilitate information and telecommunications commodity and services acquisition, including enterprise licenses.
- G. An integrated Network and Telecommunications Branch, established from the transfer of the Telecommunications Division of the Department of General Services. The functions of existing independently operating network and telecommunication units of other departments will be transferred to the new Technology Department and incorporated into a centralized wide area network for the State unless granted an exception by the State CIO.
- H. Performance measures and processes that ensure accountability to customers for providing secure services that are responsive to client needs at a cost representing best value to the state.

Appendix C—Graphical Strategic Plan Summary Charts

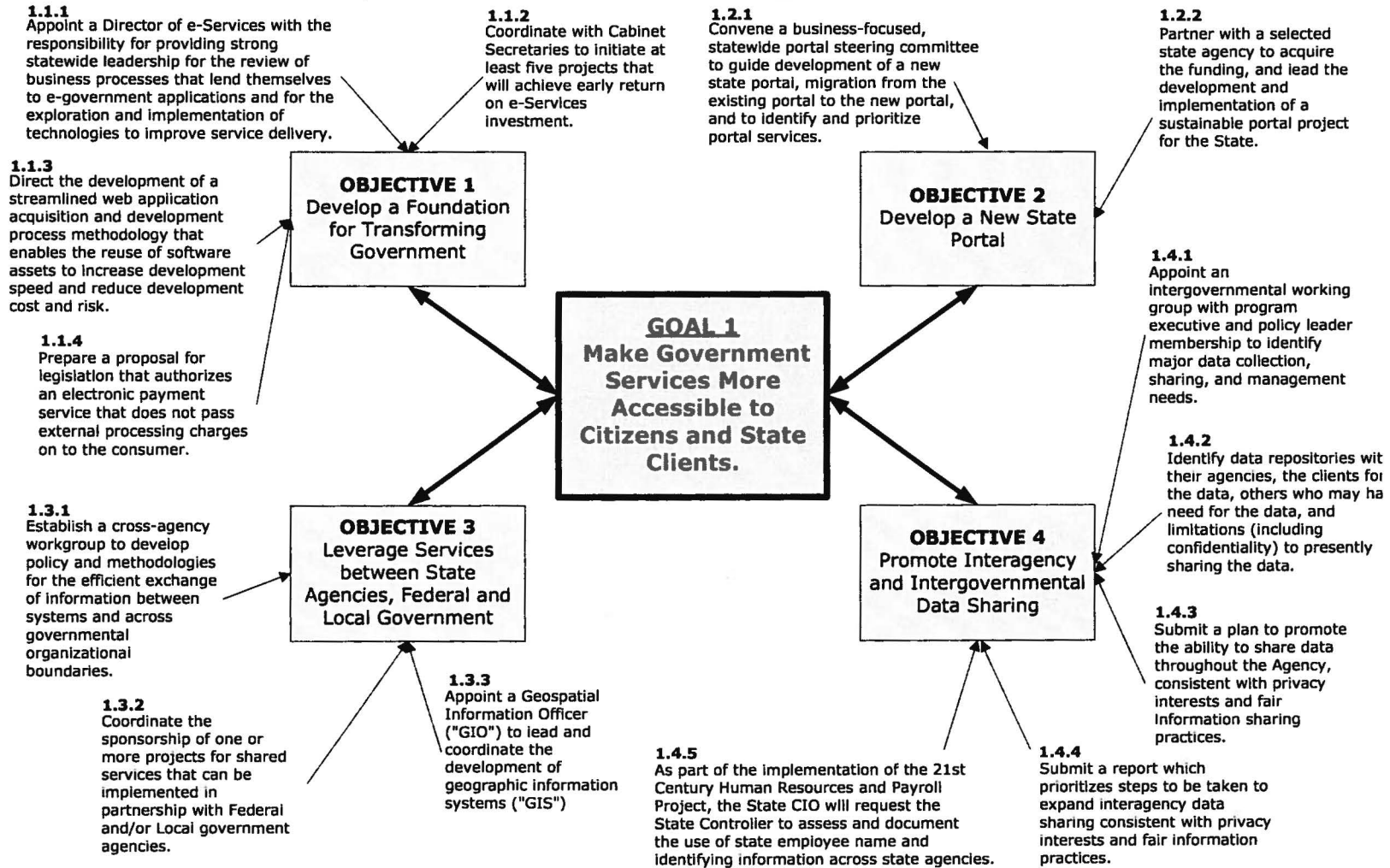
CALIFORNIA IT STRATEGIC PLAN SUMMARY

Mission: Information technology support for the Executive Branch of California State Government will operate as a seamless enterprise, delivering consistent, cost-effective, reliable, accessible and secure services that satisfy the needs of its diverse public and private customers, including the People of California, its business communities and its public sector agencies.



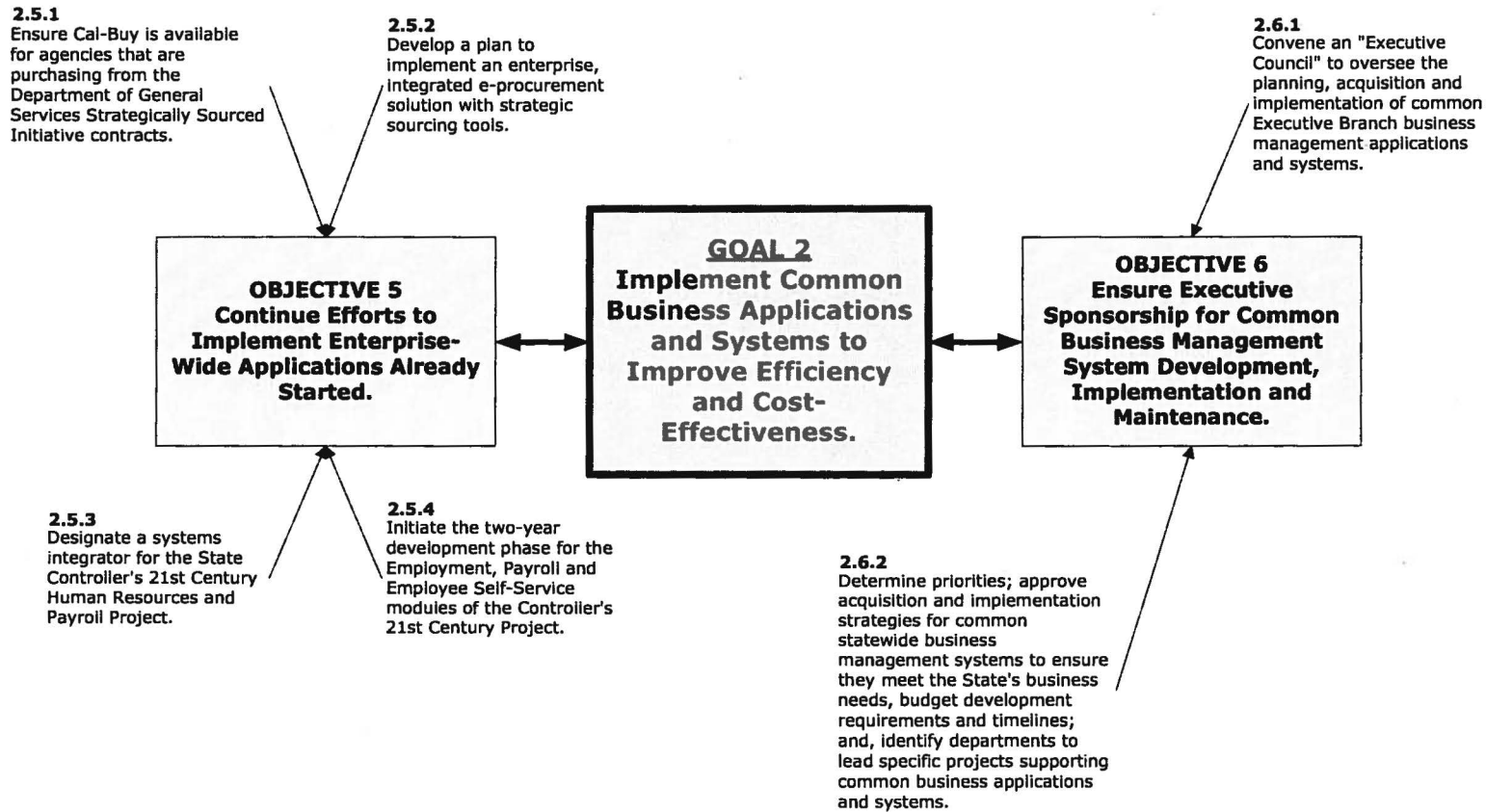
CALIFORNIA IT STRATEGIC PLAN-GOAL 1

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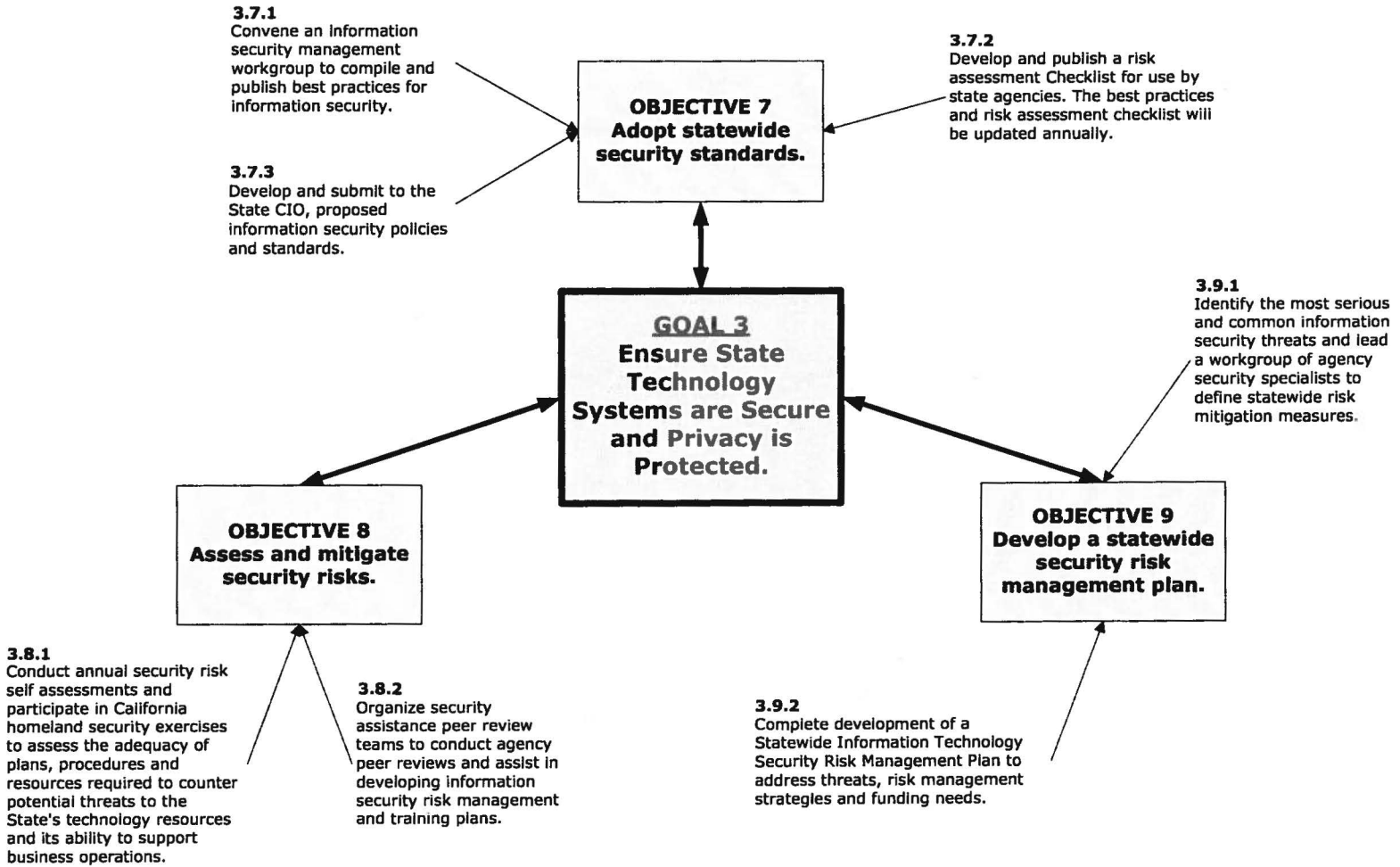
CALIFORNIA IT STRATEGIC PLAN-GOAL 2

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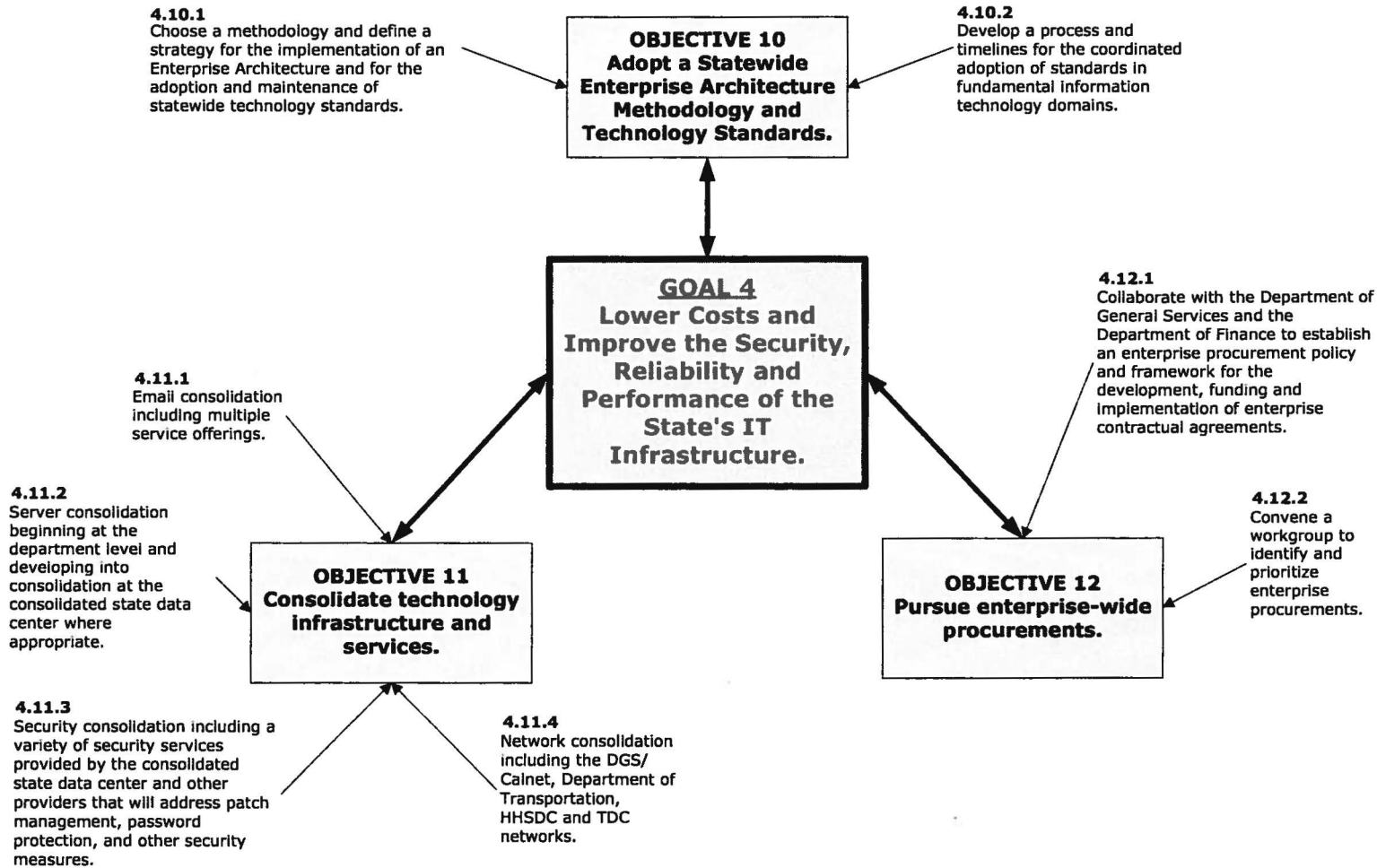
CALIFORNIA IT STRATEGIC PLAN-GOAL 3

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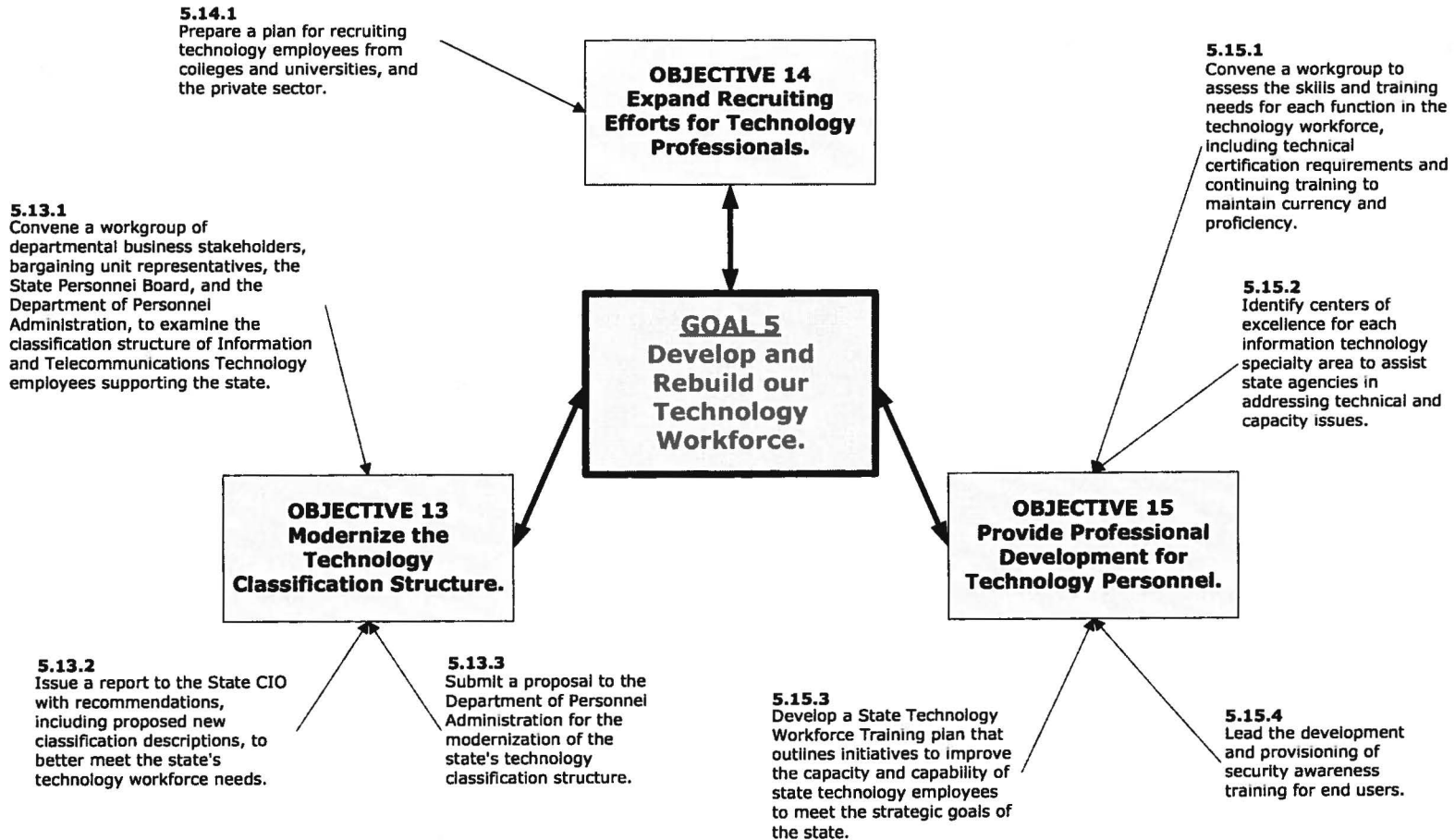
CALIFORNIA IT STRATEGIC PLAN-GOAL 4

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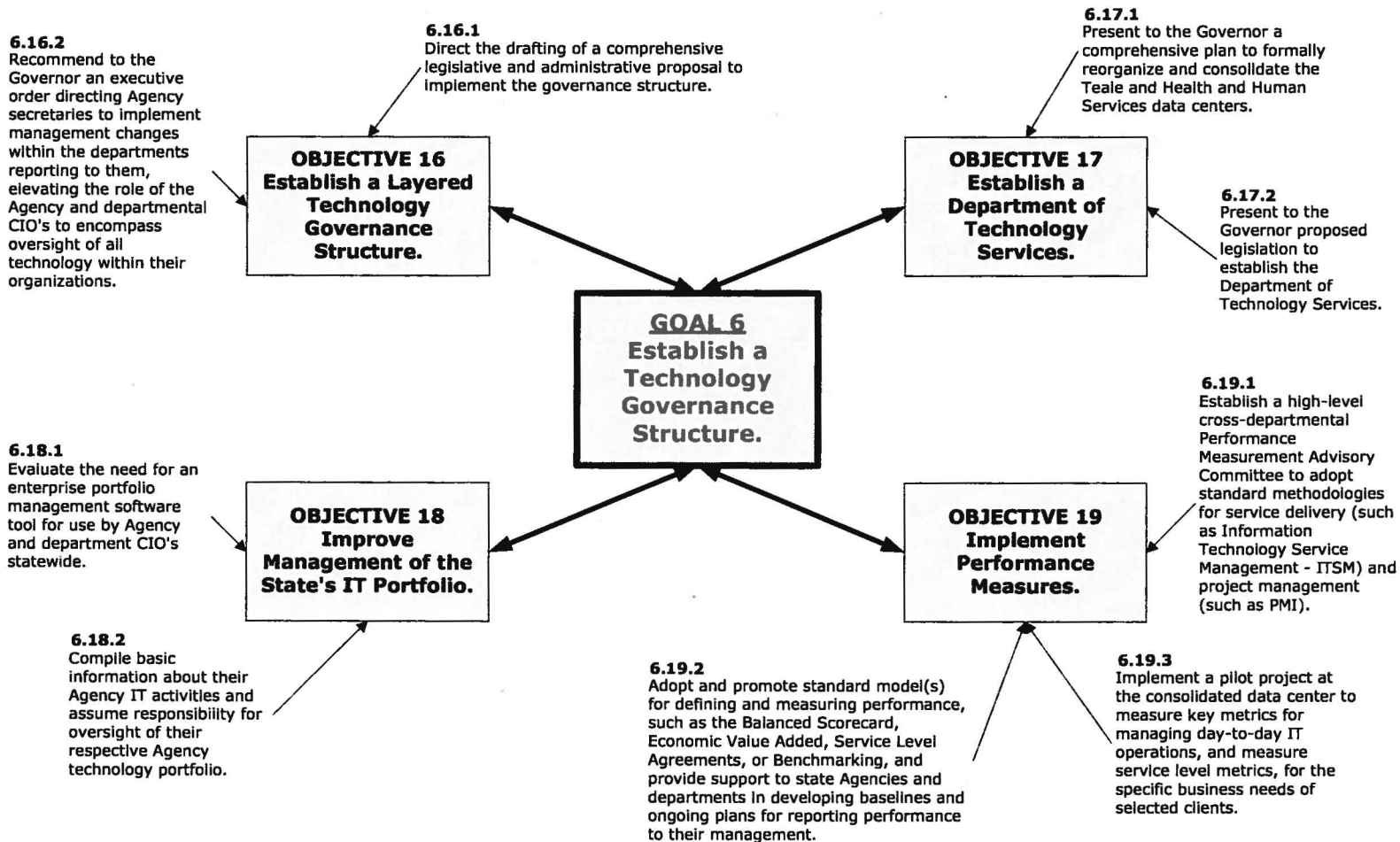
CALIFORNIA IT STRATEGIC PLAN-GOAL 5

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CALIFORNIA IT STRATEGIC PLAN-GOAL 6

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Glossary

Terms

California Portal

The State of California web page that provides links to the services offered by its organizations.

Enterprise Architecture

A description of the technical framework that a business or enterprise uses to conduct its business over computing and telephone networks.

Government Galleria

A concept of the new State portal with expanded web services, that will provide the architecture and technology platform to enable a smoother integration of efforts across organizational boundaries, and that will support the rapid, economical implementation and delivery of new services to customers.

Infrastructure

The basic computing and telecommunications structure, support services, or features of a system or network.

Legacy System

A computer system which continues to be used because of the cost of replacing or redesigning it and often, despite its poor competitiveness and compatibility with modern equivalents. The implication is that the system is large, monolithic and difficult to modify.

Portfolio Management

Portfolio Management (technology) is a process used to manage technology investments from an integrated, enterprise perspective to achieve the following:

- Support the strategy of the enterprise
- Rank or prioritize projects
- Manage resources effectively and efficiently
- Maximize the value of the portfolio

Acronyms

CIO	Chief Information Officer
CRM	Customer Relationship Management
CPR	California Performance Review
DGS	Department of General Services
DOT	Department of Transportation
EA	Enterprise Architecture
ERP	Enterprise Resource Planning
GIO	Geospatial Information Officer
GIS	Geographic Information System
HHSDC	Health and Human Services Data Center
ISO	Information Security Officer
IT	Information Technology
PMI	Project Management Institute®
SCO	State Controller's Office
TDC	Teale Data Center

Contributors

The State CIO extends his appreciation to all who contributed to the California State Information Technology Strategic Plan.

California IT Council IT Strategic Plan Committee Members

Ben Williams, Chair, Department of Water Resources
Bernard Soriano, Vice-chair, Department of Motor Vehicles
Andrew Armani, State and Consumer Services Agency
Jon Fullinwider, Los Angeles County
Carlos Ramos, California Health and Human Services Agency
Pat Yerian, Administrative Office of the Courts

California IT Council IT Strategic Plan Working Group Members

Ann Barsotti, Teale Data Center
Terese Butler, Department of General Services
Mitch Coppin, Peace Officer Standards and Training
Sherland Jordan, Department of Social Services
Gary Arstein-Kerslake, Environmental Protection Agency
John Lane, Department of Conservation
Debbie Leibrock, Department of Finance
Christy Quinlan, Department of Health Services
Calvin Rogers, Department of Social Services

Other California IT Council Members

Bob Austin, Health and Human Services Data Center
Jeff Baldo, California Youth and Adult Correctional Agency
Dave Dawson, State Controller's Office
Nick Dedier, Department of Justice
Alan Friedman, Department of Parks & Recreation
James Gilles, Legislative Data Center
Kevin Green, California Highway Patrol
Lee Kercher, Secretary of State
Janice King, Department of General Services
Karen Lynch, Department of Personnel Administration
Joe Panora, California Youth Authority
Ron Ralph, Department of Forestry
Ronald "Gene" Reich, Public Employees Retirement System
Barbara Timmer, Department of Transportation
Larry Toliver, Franchise Tax Board
Barry West, Federal Emergency Management Agency
Ben Wilson, Napa County

California IT Council Enterprise Architecture and Standards Committee

Working Group Members

Steve Clemons, Franchise Tax Board
Ellen Ishimoto, Department of Transportation
Carol Fieldhouse, Board of Equalization
Karen Marsh, Teale Data Center
Karen Walkup, California Lottery

Other Agency Information Officers

Pam Harris, Labor & Workforce Agency
John Ellison, Resources Agency
Michael Liang, Business, Transportation and Housing Agency

Strategic Plan Drafting Staff

Ghedeon Bere, DGS-Office of State Publishing
Daniel Gullahorn, Office of the State CIO
Roy McBrayer, Department of General Services
Claudina Nevis, Office of the State CIO
Dan Nguyen, Department of Transportation
John P. Ortiz, Employment Development Department
Rob Quigley, Office of the State CIO
Carol Stover, DGS-Office of State Publishing
Tuyet Truong, DGS-Office of State Publishing

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Arnold Schwarzenegger
Governor
State of California

Clark Kelso
Chief Information Officer
State of California

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