

Bridge to the Future



California
DEPARTMENT OF TECHNOLOGY

CDT Strategic Plan
2023-2026

A MESSAGE FROM THE DIRECTOR



In this evolving digital age, it is exceptionally important for CDT to do more than just keep up with technology. We must set the pace and lead the way. CDT's Bridge to the Future strategic plan reflects our department's commitment to that ideal. This plan outlines our goals for the coming years and charts a course for how we will improve our department's operations, services, and policies to remain the state's leader in technological advancement. Although this plan focuses on CDT as a department, it also uniquely complements California's Statewide IT Strategic Plan, Cybersecurity Strategic Roadmap, and Digital Strategy. This alignment allows

CDT to exemplify how these plans and roadmaps can converge and influence state departments in positive and meaningful ways.

Developing Bridge to the Future was an epic task. I am profoundly thankful to the hundreds of CDT staff who contributed to this initiative by working together to develop and deliver meaningful goals and objectives. They participated in surveys, made comments during the many opportunities provided, and participated in ongoing strategic planning sessions. Their diverse perspectives became the backbone of the plan and provided expert insights into how we can be a more innovative, inclusive, and transformative organization.

The Bridge to the Future strategic plan is a living, dynamic document. It requires constant evaluation and updating to remain relevant to changing circumstances and needs. I invite you to join us by providing feedback to ensure our plan remains actionable in the years ahead.

Liana Bailey-Crimmins



TABLE OF CONTENTS

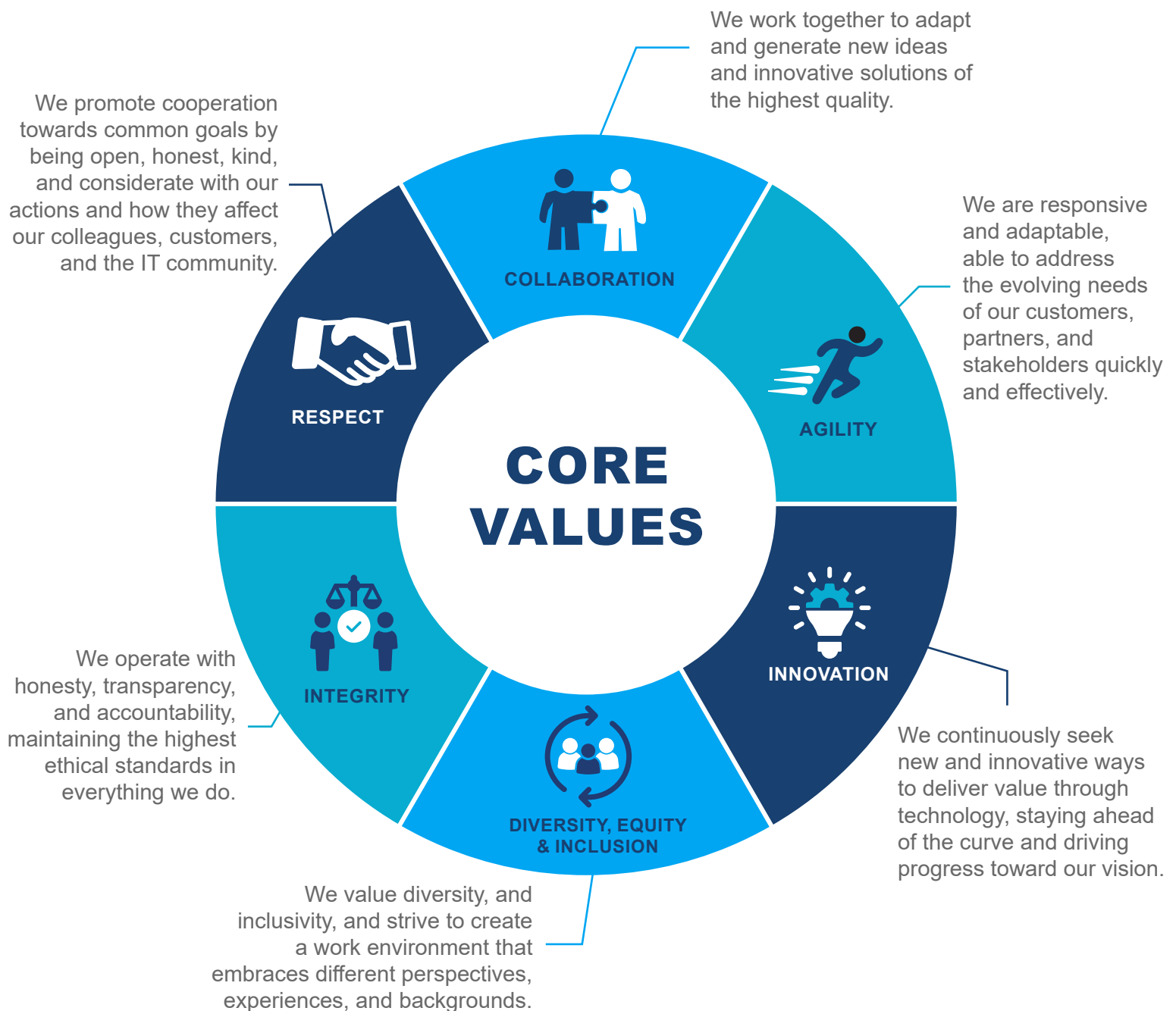
INTRODUCTION	1
CORE VALUES	2
VISION & MISSION	3
GOAL 1: OPERATIONAL EXCELLENCE	4
Objective 1.1	4
Objective 1.2	4
Objective 1.3	4
GOAL 2: STRATEGIC INFLUENCE	5
Objective 2.1	5
Objective 2.2	5
Objective 2.3	5
GOAL 3: EXCEPTIONAL CUSTOMER SERVICE	6
Objective 3.1	6
Objective 3.2	6
Objective 3.3	6
GOAL 4: PEOPLE-CENTRIC ORGANIZATION	7
Objective 4.1	7
Objective 4.2	7
Objective 4.3	7
Objective 4.4	7
GOAL 5: INNOVATIVE GROWTH STRATEGY	8
Objective 5.1	8
Objective 5.2	8
Objective 5.3	8
Objective 5.4	8
GOAL 6: ADVANCED CYBERSECURITY MATURITY & THREAT RESILIENCY ..	9
Objective 6.1	9
Objective 6.2	9
Objective 6.3	9
Objective 6.4	9
GOAL CHAMPIONS	10

INTRODUCTION

CDT is the guardian of public data, a leader in IT services and solutions, and has broad responsibility and authority over all aspects of technology in California state government, including policy formation, inter-agency coordination, IT project oversight, information security, technology service delivery, and advocacy. Our commitment to building an equitable and progressive digital future is encapsulated in CDT's new departmental strategic plan: Bridge to the Future.

This forward-looking blueprint outlines how CDT will streamline operations, provide value-add services, establish a diverse, equitable, and inclusive culture, and mitigate risks to the state's critical services and technology investment.

CDT aims to integrate policy, technology, and public engagement and bridge the gap between current practices and future needs. This strategy positions CDT to provide innovative and responsive solutions that benefit state, local, and education entities and California residents.



VISION & MISSION



Vision

To be California's technology leader that empowers state and local government to provide exceptional public services and enhance the quality of life for all Californians.



Mission

Partner with state, local government, and educational entities to advance California's technology and ensure secure, equitable, and reliable solutions through effective policy and oversight, statewide strategies, and innovative services.



GOAL 1

OPERATIONAL EXCELLENCE

Optimize processes and decision making, reduce complexity, and effectively manage risk.

SUCCESS OUTCOMES

CDT strives for operational excellence to ensure the department and customers benefit from transparency, efficiency, and thoughtful decision-making. Overall, CDT aims to establish organizational capabilities that enable us to lead the State's comprehensive technology endeavors, manage risks to its technology investment, and establish the framework for modern, secure, and resilient digital services.

- CDT's Internal governance model streamlines operations, establishes an enterprise approach to decision-making, and increases transparency.
- CDT tracks operational performance using KPIs, OKRs, and other metrics that assess month-over-month performance.
- CDT establishes an enhanced departmental Enterprise Architecture program.
- CDT identifies, documents, and optimizes core business processes.
- CDT ensures internal projects and initiatives include OCM best practices.

Strategic Objectives

- 1.1 – Establish a governance model that strengthens department communications and enterprise awareness and facilitates collaborative decision-making.
- 1.2 – Enhance executive visibility into the Department's monthly activities.
- 1.3 – Re-establish the Department's Enterprise Architecture program.



GOAL 2

STRATEGIC INFLUENCE

**Build coalitions and communities of practice
that motivate collaboration.**

SUCCESS OUTCOMES

CDT strives to enhance our strategic influence to help drive successful public sector technology endeavors. Overall, CDT seeks to influence decision making, establish forums for idea sharing, and cultivate partnerships with private and public sector leaders, reinforcing California's role as a worldwide leader in technology.

- CDT celebrates the success of Vision 2023 by memorializing the State's many accomplishments.
- CDT establishes a new statewide IT Strategic Plan developed through business, technology, and industry partnerships.
- CDT ensures State departments' IT strategic plans align with the new statewide IT strategic plan.
- CDT's statewide Digital Strategy enables Departments to deliver modern, secure, and resilient digital services.
- CDT's statewide Digital Equity Plan results in additional federal funding for California's Broadband for All initiatives.

Strategic Objectives

- 2.1** – Close out Vision 2023 and develop and publish a new Statewide IT Strategic Plan.
- 2.2** – Develop, publish, and implement the new statewide CA Digital Strategy.
- 2.3** – Demonstrate continued success in closing the digital divide in California by identifying service improvements through the State Digital Equity Plan.



GOAL 3

EXCEPTIONAL CUSTOMER SERVICE

**Understand customer needs, seek feedback,
and improve interactions.**

SUCCESS OUTCOMES

CDT strives for exceptional customer service and to be viewed as a premier public sector service provider. Overall, CDT aims to improve the customer experience by optimizing interactions, streamlining processes, and considering feedback an opportunity for continuous improvement.

- CDT becomes the preferred partner when customers modernize their systems.
- CDT services meet their target service level objectives.
- CDT establishes a Stakeholder Relations Program.
- CDT works as one team to deliver products and services that meet customers' needs.

Strategic Objectives

- 3.1** – Transform CDT to become California's public sector's preferred service provider by providing an exceptional customer experience.
- 3.2** – Deliver services through consistent processes and appropriate technologies that meet customer expectations.
- 3.3** – Understand customer needs, commit to consistent and open communication.



GOAL 4

PEOPLE-CENTRIC ORGANIZATION

Foster an organizational culture that puts people first, attracts diverse talent, and promotes teamwork.

SUCCESS OUTCOMES

CDT strives to be an employer of choice by creating a diverse environment that fosters creativity, collaboration, and trust. CDT seeks to recruit the best talent and is committed to supporting and developing our teams. CDT embraces diversity, equity, inclusion, and accessibility.

- CDT fosters an organizational culture where employees feel valued and have opportunities to use their strengths and abilities.
- CDT works with employees to have training plans on file and management on point to deliver timely performance appraisals.
- CDT promotes continual employee training and on-the-job skill enhancement opportunities
- CDT grows our Mentorship program and encourages mentoring and coaching at all levels.
- CDT establishes a department-wide knowledge of DEI and Accessibility.

Strategic Objectives

- 4.1** – Increase submission rates for performance appraisals.
- 4.2** – Offer training opportunities for employees related to emerging technologies.
- 4.3** – Invest in our workforce through departmental mentorship programs.
- 4.4** – Create awareness to promote an equitable and positive workforce culture.



GOAL 5

INNOVATIVE GROWTH STRATEGY

Increase business opportunities, maintain a security-minded approach, and adopt new products and services that meet the evolving needs of our customers.

SUCCESS OUTCOMES

CDT strives to be an effective, efficient, value-added service provider encouraging innovation at all levels. Overall, CDT strives to operate as a business by establishing new and innovative services, operating efficiently and cost-effectively, and collaborating with public and private partners to adopt new technologies.

- CDT develops a customer-centric service catalog that aligns with public sector demand and promotes shared service offerings.
- CDT implements a simplified rate structure that reflects today's cost of doing business.
- CDT aligns its services to meet customer needs and demands.
- CDT encourages new and innovative ideas and brings them to fruition.

Strategic Objectives

- 5.1** – Enhance customer support and user experience for existing services.
- 5.2** – Create cost efficiencies within data center shared services.
- 5.3** – Cultivate ingenuity and adaptability in solution-delivery approaches.
- 5.4** – Encourage innovative thinking to achieve successful outcomes.



GOAL 6

ADVANCED CYBERSECURITY MATURITY & THREAT RESILIENCY

Securely achieve California business goals by reducing information security risks through effective policy and governing controls, enhanced threat detection and mitigation strategies, and expanded education and outreach.

SUCCESS OUTCOMES

CDT strives to reduce the cyber threat to the State's technology investment by developing an effective risk management framework, educating state and local partners, and proactively seeking to detect and eliminate threats. CDT strives to partner with public and private sector experts, develop a comprehensive framework to assess, prioritize, and remediate risk, and adapt to the evolving threat landscape.

- CDT delivers remediation direction and guidance that promotes State departments' Security Maturity Scores year-over-year improvement.
- CDT works with State departments to resolve their high-risk Departmental Plan of Action and Milestones (POAM) findings within one year.
- CDT collaborates with critical service partners on security finding remediations.
- CDT evaluates Departmental Technology Recovery Plans to reflect mission-critical business functions and identify annual testing improvements.

Strategic Objectives

- 6.1** – Strengthen our cyber security posture to reduce the likelihood of cyber security incidents and minimize their impact to Californians.
- 6.2** – Provide information security leadership, vision, and strategy for State entities.
- 6.3** – Simplify and align the OIS Statewide Maturity Metric Scoring Methodology with new and revised federal standards and frameworks.
- 6.4** – Develop a proactive and programmatic departmental model for vulnerability management.



GOAL CHAMPIONS

Goal 1

Janelle Dickey
Miles Burnett

Goal 2

Jonathan Porat
Pam Haase

Goal 3

Veronica Gillard
Chi Emodi

Goal 4

Crystal Holcomb
Jana Wolf

Goal 5

Scott MacDonald
Blaine Wasylikiw

Goal 6

Vitaliy Panych
John Cleveland

Program Sponsor

Brenda Bridges Cruz

Executive Sponsors

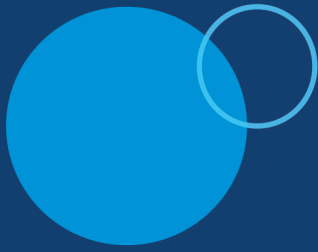
Liana Bailey-Crimmins & Jared Johnson

Volunteers

Amber Massey
Angela Lee
Anita Fearman
Ann Ta
Arturo Morales
Bob Andosca
Cindy Maciel
Conrad Long
David Distenano
David Lane
Deborah Chu
Elena Quintero
Esther Edward
Hang Liang
Heather Girard

Igor Pekelis
John Sweatland
Jorge Avila
Julie Bianucci
Kary Marshall
Katherine Milton
Kayla Baker
Kori Arbis
LeNette Morgan
Megan Shearer
Michael Iwu
Michael Todd
Mireya Cintron-Ortiz
Nancy Gonzales
Pete Marcellana

Polly Brewington
Reeta Hook
Ron Marryott
Ron Robinette
Sachin Brahme
Sally Jones
Selvarani Janarthanan
Susana Sanchez
Sylvester Okonkwo
Tiffany Angulo
Trent Stigerts
Tulika Srivastava
Valerie Stanfield
Veronica Dodd
Yolanda Rhodes



California Department of Technology
703 3rd Street • West Sacramento
California 95605

