REALIZING THE
SUCCESS OF VISION 2023

California DEPARTMENT OF TECHNOLOGY

Vision 2023
Retrospective

A message from the State CIO and Director, California Department of Technology

Technology enables us to do great things by delivering innovative solutions to complex challenges. Events, over the past four years, like a worldwide pandemic, wildfires, and heatwaves challenged California. In response, the technology and business leaders of California's state government, in partnership with local governments, academia, and the private sector, leveraged technology to protect and improve lives.

This report celebrates three years of accomplishments inspired by the Vision 2023 California Technology Strategic Plan. Thousands of passionate and dedicated public servants delivered progress through technology projects and solutions aligned to the needs of the people of California and the challenges of the strained operations of the State's agencies, departments, programs, and services.

We believe in technology powering compassionate, human-centered government and we work with the leaders in the State by using technology to listen to people, help people, and improve what we do. Since my appointment to State CIO and Director of CDT by Governor Gavin Newsom in June 2022, we have continued to champion the goals and principles of Vision 2023, which was formed out of the emergencies of 2020, to address the challenges and opportunities with real change to better serve the people of California.

The call to action in Vision 2023 focused on addressing challenges, bringing our principles to life through effective, efficient, and innovative use of technology. This innovative approach to a technology strategic plan focused on ways that the State has mobilized for emergencies and in response to leadership and legislative mandates.

In 2021, we moved Vision 2023 into action, not just for continued pandemic support, but for numerous other efforts that leveraged technology to expand our inroads on the large, complex problems affecting us all.

In 2022, we advanced the goals of Vision 2023 and applied our principles to the environment through innovative technology to mitigate the health and economic impacts of wildfires and heatwaves that affected all residents and fell disproportionately on the most vulnerable communities.

In 2023, we embraced the evolving digital age to set the pace and lead the way. We developed the California Department of Technology's (CDT's) Bridge to the Future strategic plan that reflects our department's commitment to the goal of doing more than just keeping pace with technological advances. We clarified our CDT role as the cornerstone for statewide strategic use of technology. This plan outlines CDT's goals for the coming years and charts a course for complementary targeted statewide strategic plans, such as the Cybersecurity Strategic Roadmap and Digital Strategy. It also calls for the development and implementation of the next 3-year California technology vision and strategy, which will inform, exemplify, and amplify the Technology Strategy Plans and roadmaps throughout the State agencies, departments, educational entities, and local governments in positive and meaningful ways.

INTRODUCTION

A message from the State CIO and Director, California Department of Technology continued

The strategic window of 2021-2023, brought unprecedented challenges, which were met with technology solutions throughout the State, brought about by collaboration among departments, public and private entities, and educators, demonstrating that the State can increase its speed of change. Even under the most challenging of circumstances, I am proud to note that technology has remained at the forefront of government innovation. We can now move quickly and effectively to deliver technology empowered government services that are secure and built on common platforms that are easy to use for citizens, residents, travelers, and service providers.

I want to express my thanks to all our business and technology leaders who worked together to bring about critical change in how we serve the people of California. I also want to thank Secretary Amy Tong, who was our State CIO from 2016–2021. Ms. Tong led the development of Vision 2023, applied and exemplified it, just as she led the State's response, in partnership with the business, to the worldwide pandemic, which will always be remembered as a defining moment in human history.

Liana Bailey-Crimmins
State Chief Information Officer and Director, California Department of Technology

A message from the Secretary, Government Operations Agency

Vision 2023 was developed in the last half of 2020 with a structure different from the previous strategic plan. It was developed as a new way to focus the technology community to develop goal oriented and challenge solving strategic change. This was an overarching strategic plan that encouraged agencies and departments to drive detailed strategic planning to address the challenges.

Given the level of societal disruption in 2020 due to the global pandemic, it would have been an easy decision to postpone the development of Vision 2023, but we felt it was important to continue to provide technology strategy that informs the navigation of the hopes and fears, opportunities and threats, and changes and continuity of business. Creativity and ingenuity went into the plan reflecting the entrepreneurial spirit of California. The call to action of Vision 2023 was shaped by the emergency and mandate responses of 2020.

The collaboration of technology and business leaders during the emergencies of the past three years brought this partnership to new levels with new scenarios where technology was more than a support role, leading the way for statewide business services. The State Technology Community showed hidden muscle as they rose to the occasion to partner with the business to implement and scale solutions quickly. I believe we can sustain this change of mindset with upcoming leaders in business and technology and continue to foster a level of partnership where business and technology are not two separate things. Technology staff are resilient because technology changes so quickly. I want to encourage technology and business leaders at every level to continue to build the future together.

My thanks to Director Bailey-Crimmins for inviting me to contribute to this retrospective report on Vision 2023. And thank you to the technology community and government business leaders at large for partnering together to meet the needs of the people of California.

Amy Tong
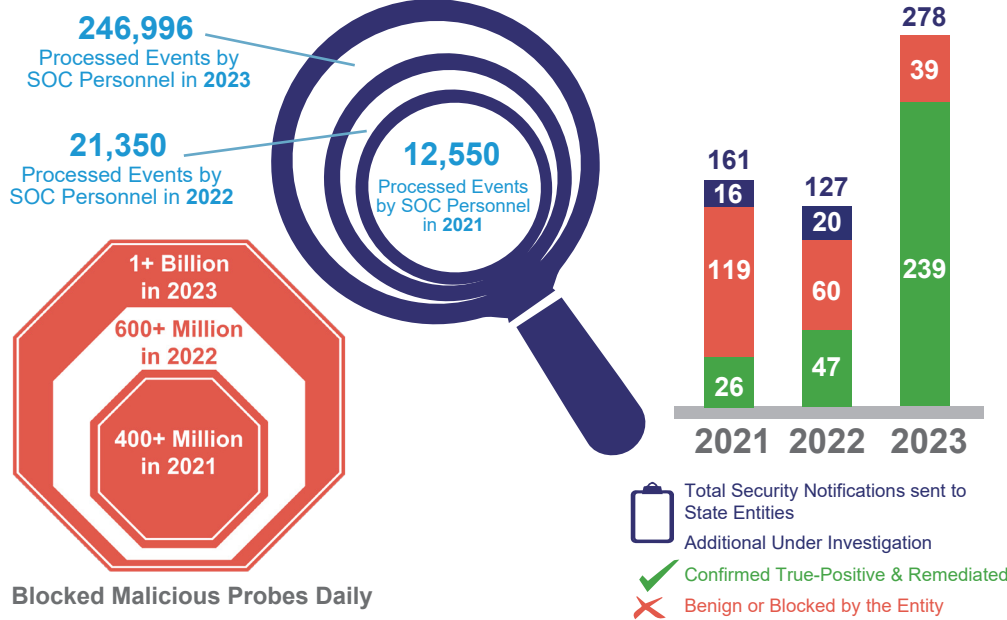Secretary, Government Operations Agency

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STATEWIDE IT PERFORMANCE METRICS

The following metrics are part of CDT's performance management framework and show progress in improving and enhancing the state's information technology program year over year from 2021-2023, the timeframe of Vision 2023.

SECURITY

Malicious Activity Detected by the Security Operations Center

246,996 Processed Events by SOC Personnel in **2023**

21,350 Processed Events by SOC Personnel in **2022**

12,550 Processed Events by SOC Personnel in **2021**

1+ Billion in 2023
600+ Million in 2022
400+ Million in 2021

Blocked Malicious Probes Daily

Stacked bar chart:
- 2021: 161 total — 16 (Additional Under Investigation), 119 (Benign or Blocked), 26 (Confirmed True-Positive & Remediated)
- 2022: 127 total — 20, 60, 47
- 2023: 278 total — 39, 239

- 📋 Total Security Notifications sent to State Entities
- Additional Under Investigation
- ✔ Confirmed True-Positive & Remediated
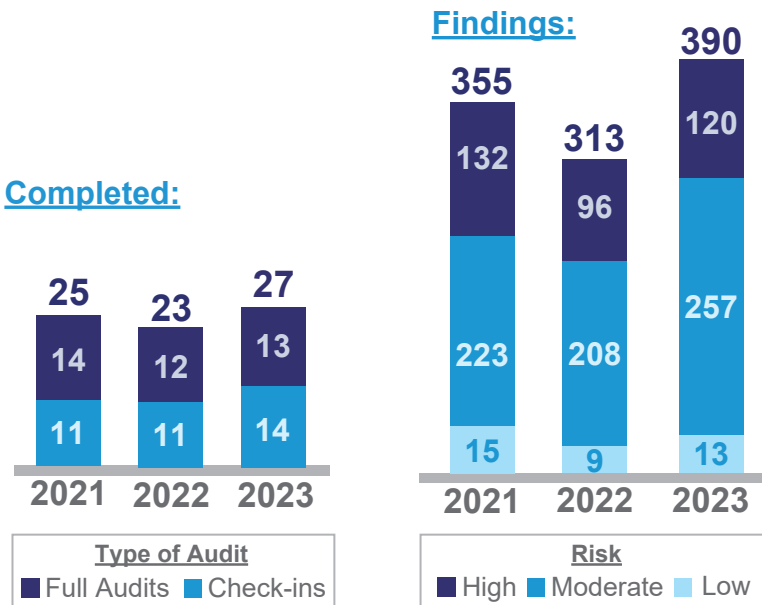- ✘ Benign or Blocked by the Entity

The number of malicious activities detected in 2021-2023 by CDT's Security Operations Center (SOC) targeting the California Government Enterprise Network (CGEN) and other IT systems owned and/or managed by the State Data Center.

Number of Electronic Incidents Resulting in the Unauthorized Disclosure of Personal Information

Bar chart:
- 2021: 1
- 2022: 8
- 2023: 6
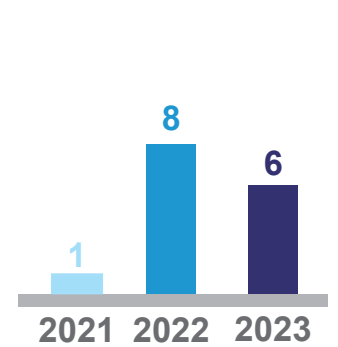
The number of breaches during the calendar year that involved Personally Identifiable Information (PII) contained in lost or stolen unencrypted electronic devices and storage media. This number does not include paper and verbal releases of information.

Information Security Audits (Policy Focused)

Completed:

Stacked bar chart:
- 2021: 25 total — 14 (Full Audits), 11 (Check-ins)
- 2022: 23 total — 12, 11
- 2023: 27 total — 13, 14

Findings:

Stacked bar chart:
- 2021: 355 total — 132 (High), 223 (Moderate), 15 (Low)
- 2022: 313 total — 96, 208, 9
- 2023: 390 total — 120, 257, 13

Type of Audit
- ■ Full Audits ■ Check-ins

Risk
- ■ High ■ Moderate ■ Low

The number of Information Security Audits conducted by CDT and their corresponding findings. Each audit includes a comprehensive evaluation of the state entity's infrastructure and security practices to ensure compliance with state policy and federal standards.

Independent Security Assessments (Technical Focused)

Completed:

Bar chart:
- 2021: 62
- 2022: 66
- 2023: 57
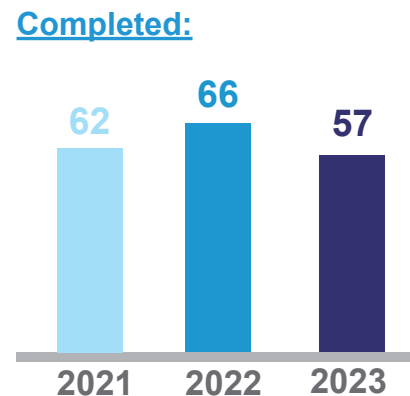
The number of Independent Security Assessments conducted by the California Military Department, or an approved third party, and a summary of their findings. Some focus areas include: asset management, continuous user training against phishing attacks, and consistent patching for vulnerabilities.

PROJECT DELIVERY

Number of IT Projects Increased while IT Project Planning Duration Decreased

Project Planning Duration
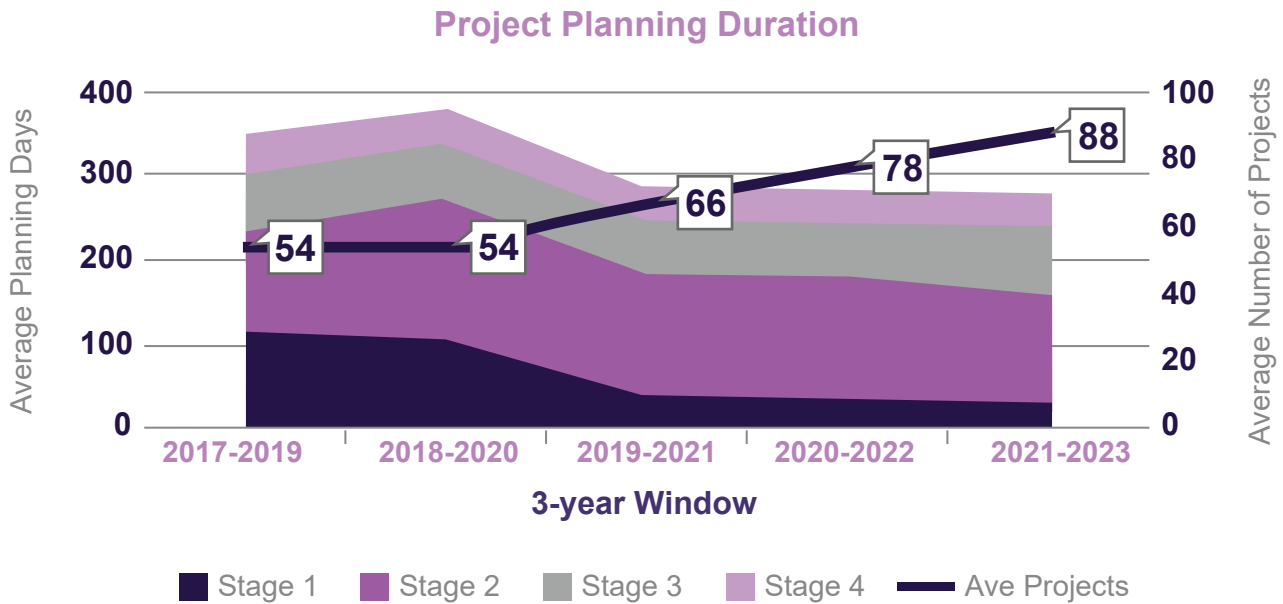
The Project Approval Lifecycle (PAL) ensures projects are undertaken with a strong business case, clear business objectives, accurate costs, and realistic schedules.

The graph presents state technology projects in planning over several 3-year periods and illustrates the average IT project planning period is decreasing while the average number of IT projects is increasing.

State Technology Procurement Accomplishments 2023

Procurement Transactions and Duration
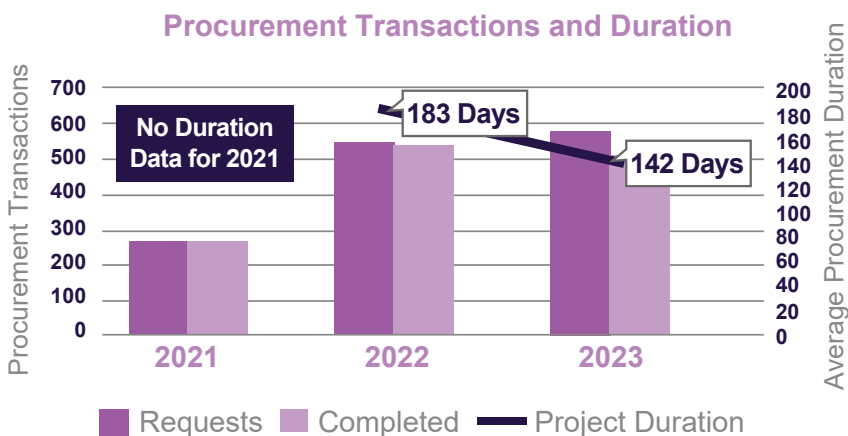
While the duration data is unavailable for 2021, the graph demonstrates a significant reduction of 41 days (22%) in procurement duration (the total time for procurement) between 2022-2023.

The graph shows procurements for 2021-2022 doubled, while the solicitation duration in 2023 over 2022 was reduced by 22%, due primarily to:

• Online pre-approval of qualified vendor applications reducing the timeframe by 2 weeks,

• Digital tools that increased procurement efficiency through intradepartmental communication and collaboration, and

• ServiceNow that streamlined every stage of the procurement workflow.

Non-delegated Projects Outcomes

Non-delegated IT Projects	Calendar Years 2019 – 2023	Industry Benchmark
Successful Projects	67%	31%
Challenged Projects	33%	50%
Failed Projects	0%	19%

The State IT project outcomes is better than the industry benchmark[1].

Successful – within 10% variance in scope, schedule, or cost.
*Challenged* – 10% or more variance in scope, schedule, or cost.

Failed – Terminated by CDT

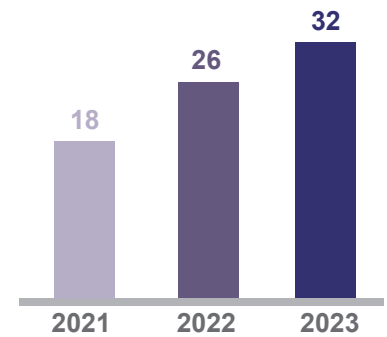Projects withdrawn by the department are not included in this report.

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1 Standish Group CHAOS [1] Report. (CHAOS - the Comprehensive Human Appraisal for Originating Software)
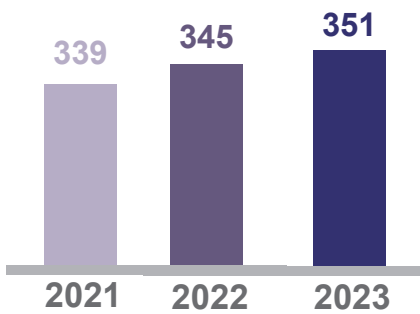
WORKFORCE

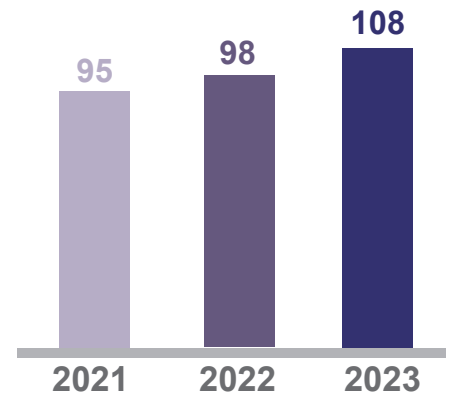**By offering remote training, CDT has expanded its audience to the entire state:**

Counties starting remote training in 2021
Counties starting remote training in 2022
Counties starting remote training in 2023
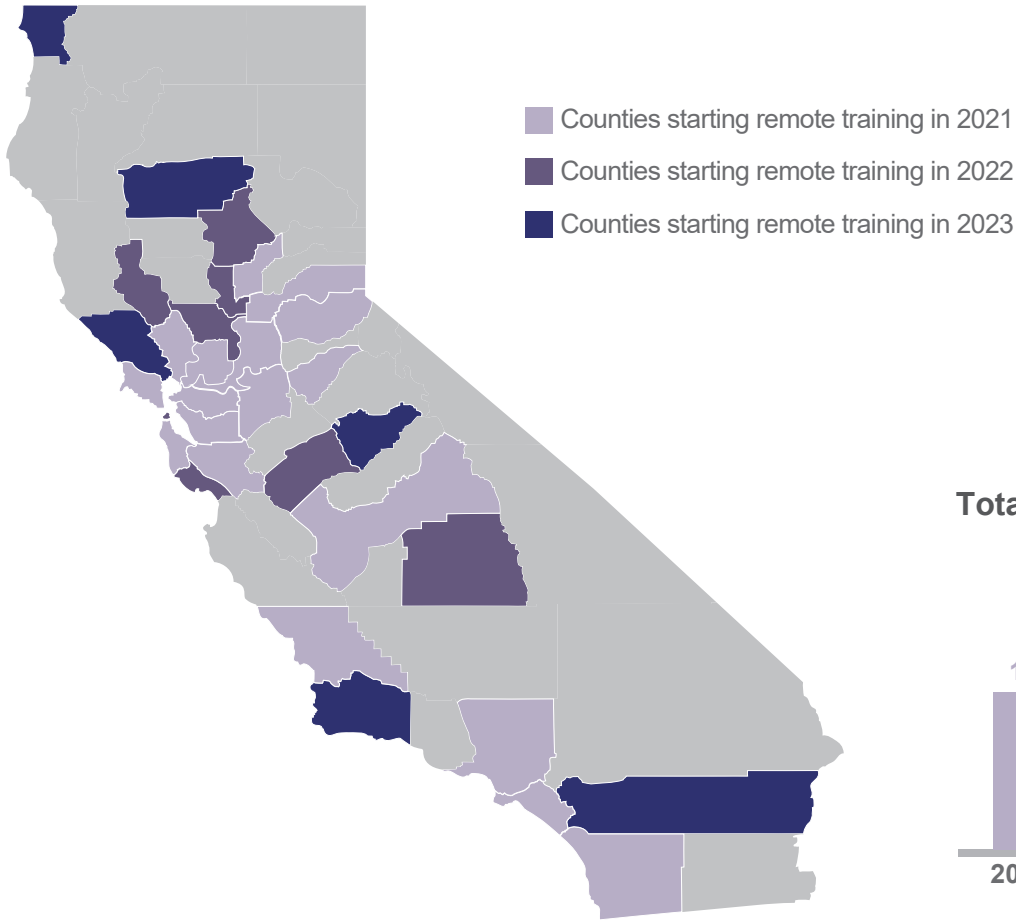
Total counties by year:

2021	2022	2023
18	26	32

Number of Individuals Completing IT Leadership Training

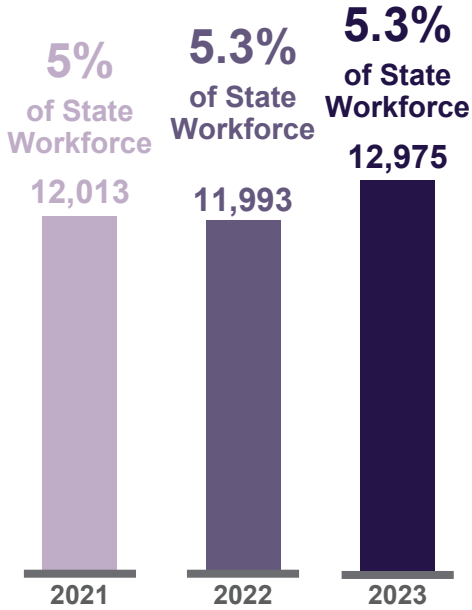| 2021	2022	2023
339	345	351

IT leadership training consists of a combination of academies and open-enrollment training courses offered by the Office of Professional Development.

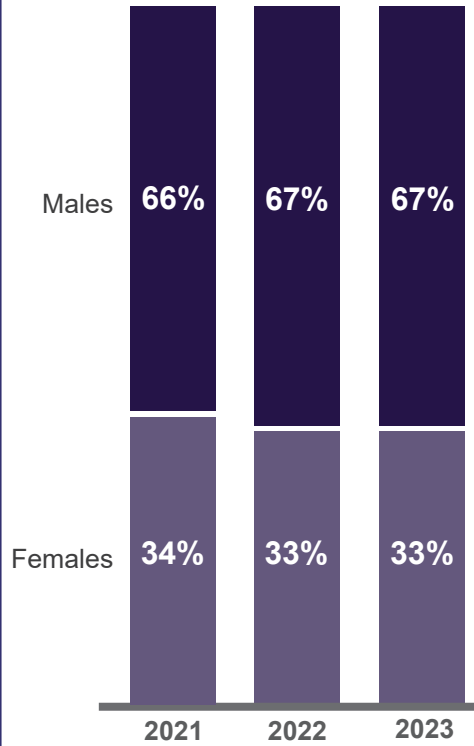**Number of individual departments/ cities/counties/courts attending training**

2021	2022	2023
95	98	108

STATEWIDE IT WORKFORCE DEMOGRAPHICS

State IT Employees

5%
of State Workforce
12,013
2021

5.3%
of State Workforce
11,993
2022

5.3%
of State Workforce
12,975
2023

Gender

	2021	2022	2023
Males	66%	67%	67%
Females	34%	33%	33%

Ethnicity

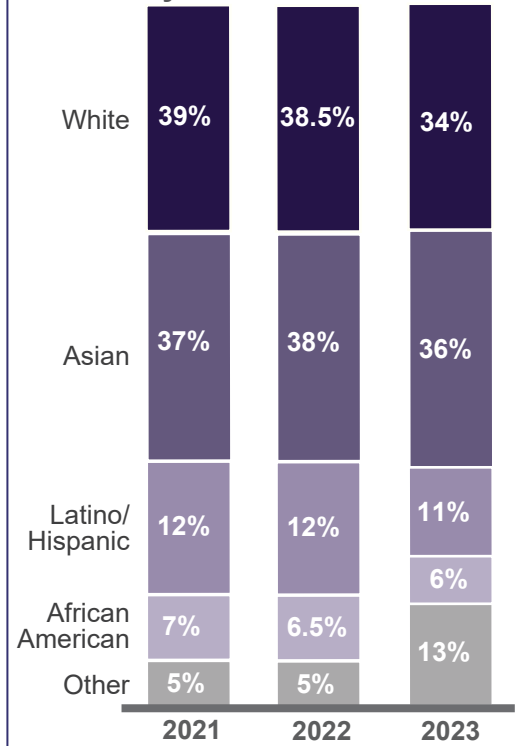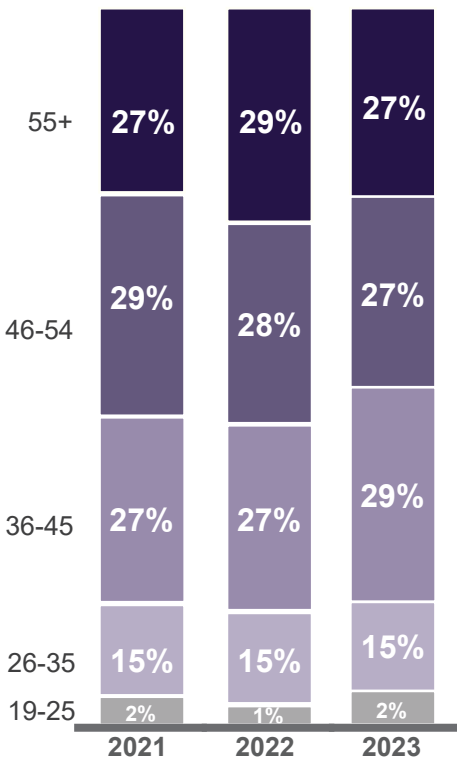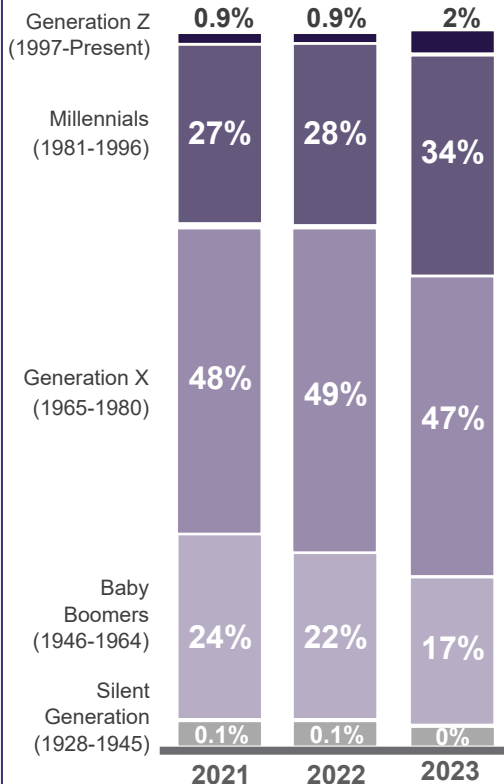|	2021	2022	2023
White	39%	38.5%	34%
Asian	37%	38%	36%
Latino/Hispanic	12%	12%	11%
African American	7%	6.5%	6%
Other	5%	5%	13%

Other represents several ethnicities, including Native American, Eskimo, Puerto Rican, those Unknown and those who Chose Not to Identify.

Age
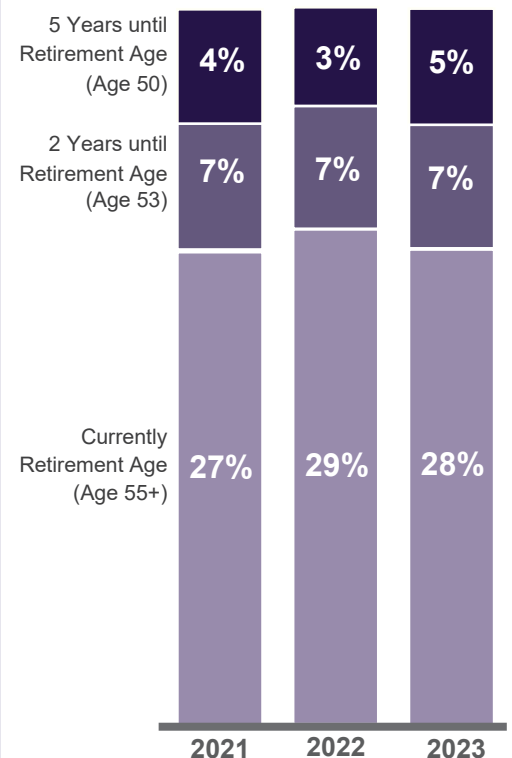
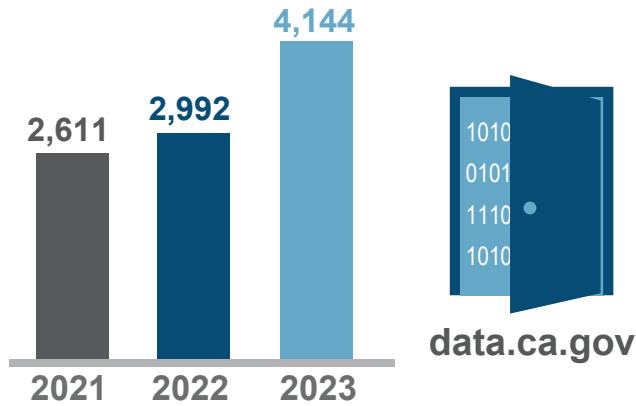|	2021	2022	2023
55+	27%	29%	27%
46-54	29%	28%	27%
36-45	27%	27%	29%
26-35	15%	15%	15%
19-25	2%	1%	2%

Generation

	2021	2022	2023
Generation Z (1997-Present)	0.9%	0.9%	2%
Millennials (1981-1996)	27%	28%	34%
Generation X (1965-1980)	48%	49%	47%
Baby Boomers (1946-1964)	24%	22%	17%
Silent Generation (1928-1945)	0.1%	0.1%	0%

Range to Retirement

	2021	2022	2023
5 Years until Retirement Age (Age 50)	4%	3%	5%
2 Years until Retirement Age (Age 53)	7%	7%	7%
Currently Retirement Age (Age 55+)	27%	29%	28%

Source: CalHR

TECHNOLOGY INNOVATION

Number of Datasets Available to the Public

- 2021: 2,611
- 2022: 2,992
- 2023: 4,144

data.ca.gov

Number of State Contributed Open Source Code Sets repositories

- 2021: 159
- 2022: 120
- 2023: 177
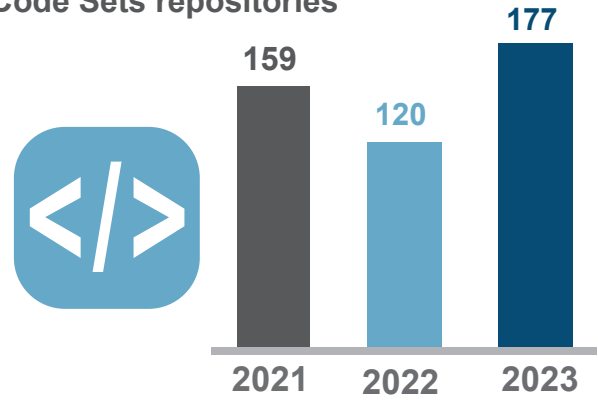
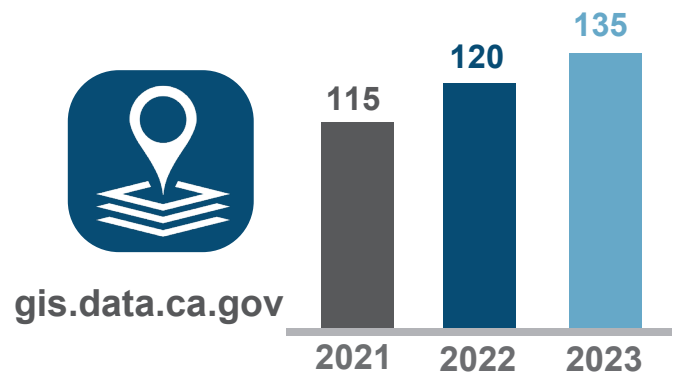*Includes codes from code.ca.gov and github.*

Number of GIS-based Datasets Available to the Public through the Statewide Geoportal

- 2021: 2,069
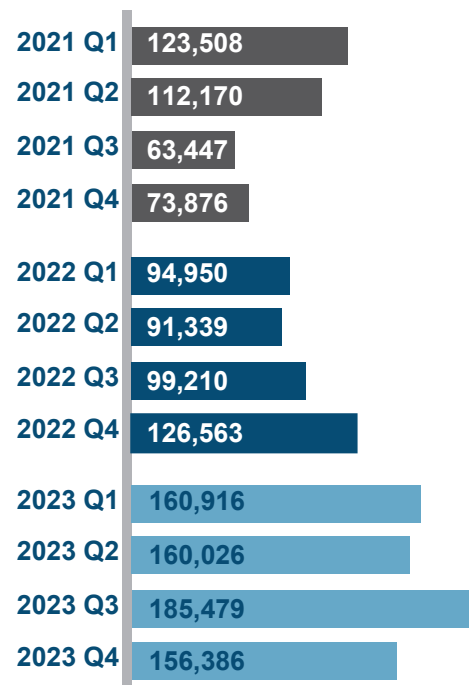- 2022: 3,016
- 2023: 3,079
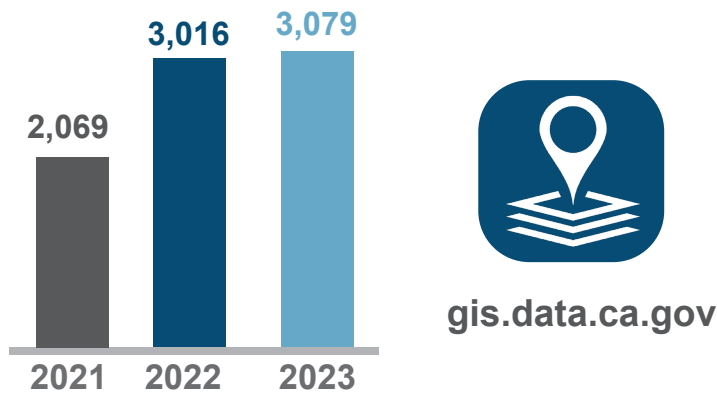
gis.data.ca.gov

Number of GIS Applications Available to the Public through the Statewide Geoportal

- 2021: 115
- 2022: 120
- 2023: 135

gis.data.ca.gov

Data.ca.gov Page Views

Quarter	Page Views
2021 Q1	420,750
2021 Q2	418,476
2021 Q3	378,120
2021 Q4	292,171
2022 Q1	326,725
2022 Q2	282,474
2022 Q3	270,089
2022 Q4	284,787
2023 Q1	259,089
2023 Q2	245,012
2023 Q3	262,009
2023 Q4	313,673

Geoportal Page Views

Quarter	Page Views
2021 Q1	123,508
2021 Q2	112,170
2021 Q3	63,447
2021 Q4	73,876
2022 Q1	94,950
2022 Q2	91,339
2022 Q3	99,210
2022 Q4	126,563
2023 Q1	160,916
2023 Q2	160,026
2023 Q3	185,479
2023 Q4	156,386
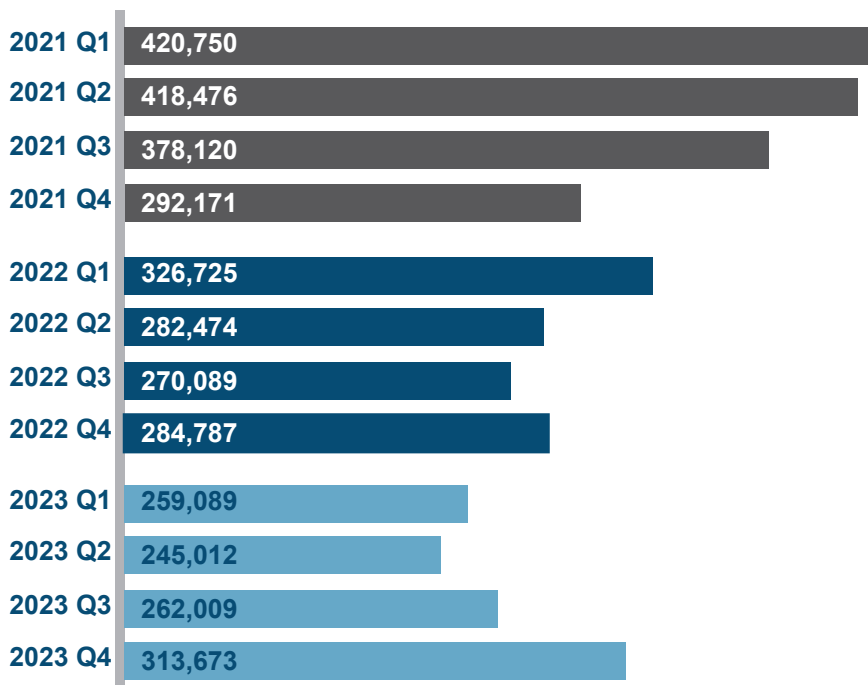
TECHNOLOGY INNOVATION

Number of Unique Page Views of All Websites Within the CA.gov Domain

|	
2021	**3,390,105,705**
2022	**1,711,540,665**
2023	**704,682,024**
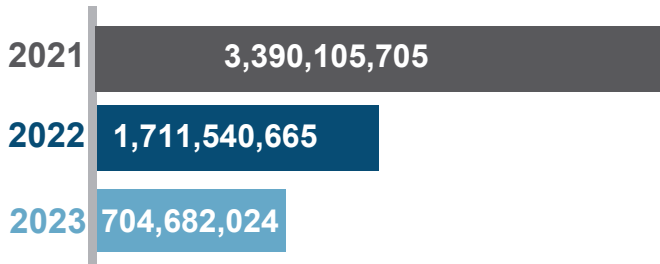
2023 Page Views declined as pandemic information needs subsided.

CDT is working to address Government Code Section 11546.45(b), to identify and implement additional centralized contract opportunities across state departments. The data is being evaluated for feasibility, cost, and long-term benefits. These efforts will leverage the State's buying power to ensure the lowest pricing to the benefit of all State entities.

Number of Digital Services Accessible Through the CA State Portal
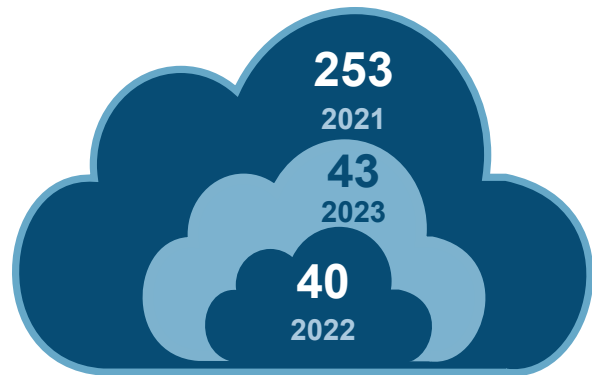
CA.gov

- 141 — 2021
- 142 — 2022
- 171 — 2023
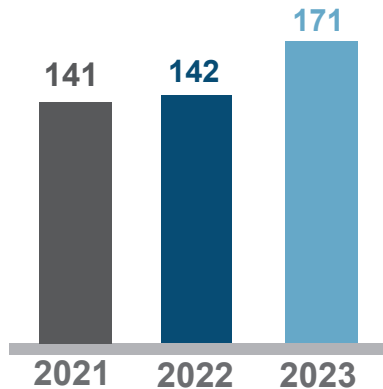
The number of digital services accessible through the California State Portal (www.ca.gov), a single navigation link for common public services.

Number of Subscriptions to Software as a Service (SaaS) Cloud Services by State Entities Offered through the State Data Center

- **253** 2021
- **43** 2023
- **40** 2022

The cloud-based SaaS solutions used by state entities offered through the state data center as part of its Vendor Hosted Subscription Services (VHSS).

*CDT retired some products and services in the SaaS line.*

Number of Subscriptions to Infrastructure as a Service (IaaS) and Platform as a Service (PaaS) Cloud Services by State Entities Offered through the State Data Center

Number of Subscriptions to IaaS/PaaS

- **1,851** 2022
- **1,738** 2021
- **1,500** 2023
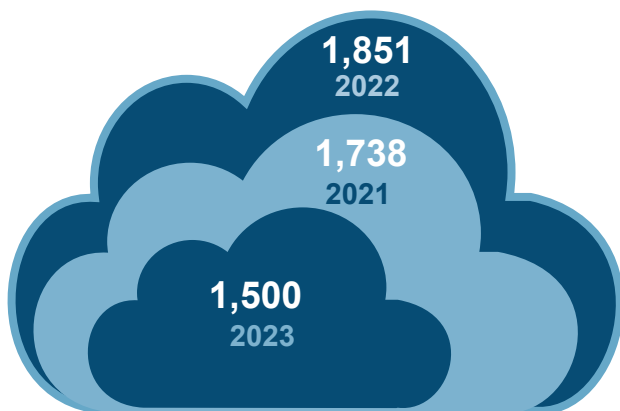
The number of subscriptions to cloud-based IaaS/PaaS solutions by state entities offered through the State Data Center.

Total Subscriptions for Services Utilized

- **$40,638,479** 2021
- **$61,168,753** 2023
- **$35,543,191** 2022
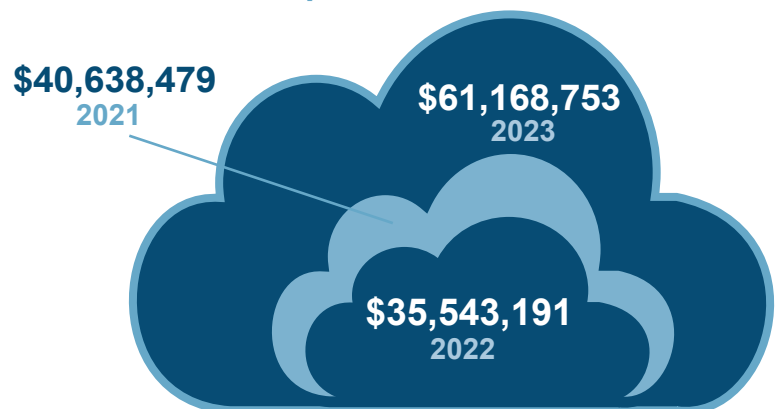
The total amount spent on subscriptions by state entities using cloud-based IaaS and PaaS solutions offered through the State Data Center.

Despite a decrease in subscriptions for IaaS and PaaS, these services have realized a net increase in usage and expenditures against active contracts.

USING TECHNOLOGY
TO SERVE THE NEEDS OF CALIFORNIANS

My Turn: California's front door to vaccine access

Before My Turn, California was ranked last in vaccine distribution in America. Sixty-one different vaccine distribution systems that served niche communities left a void of statewide data to inform the optimal distribution of vaccinations statewide.

California needed a system that would handle the entire vaccine management process – from inventory to inoculation to reporting – to equitably vaccinate as many Californians as possible before the state reopened on June 15.

The state of California collaborated with the counties of San Diego and Los Angeles to create the My Turn vaccine finder tool using Agile methodology. Successful implementation was measured by the ability to quickly reach at-risk and underserved populations, provide a holistic view of available appointments and reduce inventory backlog.

With My Turn in place, mass vaccination sites at sports stadiums, better data to track and distribute the state's vaccine supply, the pace of vaccine administration began to increase. California moved from being one of the slowest states to administer vaccine to one of the fastest. By September 2021, more than 80 percent of eligible residents had at least one dose of the COVID-19 vaccine and in the fall, the state began using My Turn administering doses to children as well as booster doses to adults.

The rapid development and deployment of My Turn was possible due to the contributions of many partners in the public and private sector including public health leadership from the state and local health jurisdictions; leaders of the Office of Emergency Services, Governor's Office and Government Operations Agency; hospitals, pharmacies, physicians and their leadership associations; Accenture, Blue Shield, and the millions of Californians who put their trust in the tool to help them find and schedule a Covid-19 vaccine appointment.

Today, My Turn continues to evolve with the pandemic. A proven vaccine management system, it can be repurposed to meet other vaccination needs.
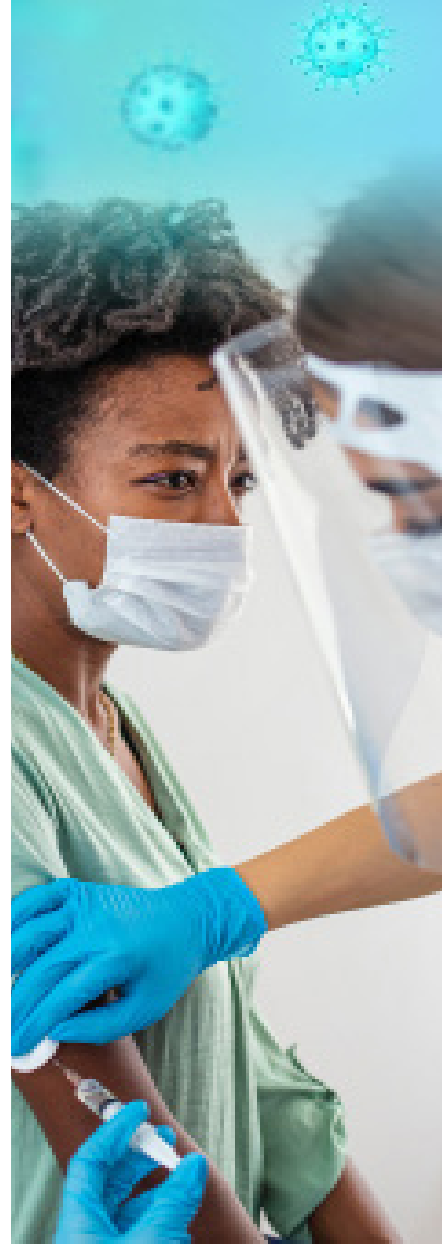
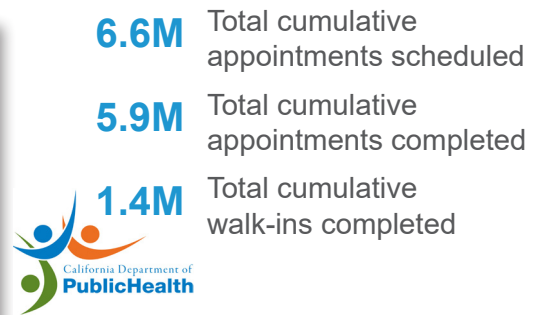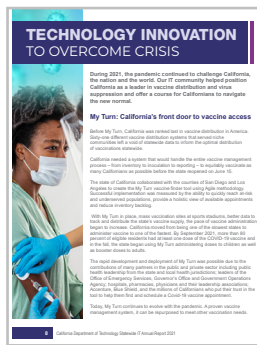# Safe Schools Hub: Prioritizing Children's Health

In March 2021, Governor Newsom prioritized the safe reopening of schools to expand academic, mental health and social-emotional supports in the remaining school year and over the summer. In addition to closing learning gaps from remote learning, safe reopening of schools was tied to return to work for many primary caregivers who cannot leave children unattended at home. CDT, in partnership with the California Department of Public Health (CDPH), California Collaborative for Educational Excellence (CCEE), Governor's Office and commercial partner Esri created the Safe Schools for All Hub, which consolidates key resources and information related to COVID-19 and schools.

Launched in February ahead of the Governor's $6.6 billion package and plan to reopen schools, the web application provided key resources and transparency to support the return to in-person instruction including school district maps that contain information on each district's safety plans, PPE/Supplies on hand, reopening status, funding levels and positive COVID-19 case numbers tied to a district's ability to receive reopening funding. The Hub also provided a channel for school administrators and Local Health Jurisdictions to request technical assistance for implementing their COVIDsafety plans. It also gave school staff and parents the opportunity to give direct feedback to the state and voice any issues or concerns they had about safety.

CA STATEWIDE TECHNOLOGY STRATEGY VISION 2023

States implement shutdowns **March 15**

BRIDGE TO THE FUTURE: STATEWIDE IT ANNUAL REPORT 2021

The goals of Vision 2023 are advanced forward **2022**

REALIZING THE SUCCESS OF VISION 2023
Statewide IT Annual Report
2023

Governor Newson ends COVID-19 State of Emergency **February 28**

2020

2021
Vision 2023 goes into action

ACHIEVING VISION 2023 THROUGH INNOVATION
Statewide IT Annual Report
2022

2023
Vision 2023 sets the pace for California to lead the way in the digital age

LIFE SAVING INVESTMENTS IN TECHNOLOGY

California's end-to-end vaccine management system increased operational efficiency in an emergency environment. Two of the key services, MyTurn Clinic & Public is available in 14 languages and supports 250+ languages on the Hotline while MyTurn Volunteer registered 250K+ volunteers in 70 clinics.

TECHNOLOGY INNOVATION TO OVERCOME CRISIS

6.6M Total cumulative appointments scheduled

5.9M Total cumulative appointments completed

1.4M Total cumulative walk-ins completed

California Department of **PublicHealth**

Source: CDPH July 15, 2021

TECHNOLOGY MODERNIZATION FUND (TMF) ACCELERATES PROJECT DELIVERY

$11M+ allocated to TMF efforts in 2022

11 projects were approved

9 departments/agencies partnered through the Stabilization program
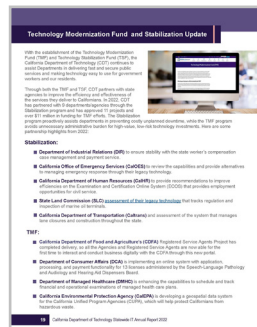
Technology Modernization Fund and Stabilization Update

With the establishment of the Technology Modernization Fund (TMF) and Technology Stabilization Fund (TSF), the California Department of Technology (CDT) continues to assist Departments in delivering fast and secure public services and making technology easy to use for government workers and our residents.

Source: CDT Statewide IT Annual Report 2022

BROADBAND FOR ALL CLOSES THE DIGITAL DIVIDE

In July 2021, SB 156 was signed into law paving the way for a 10,000-mile digital "highway" built along our interstate corridors. Known as the "middle mile," the broadband network can carry faster signals for longer distances to close the digital divide for more than 675,000 households lacking online availability to school, work, and healthcare as a public health imperative.

SB156 signed into law **JULY 21**

First 18 test locations announced **NOVEMBER**

Entire 10,000-mile network mapped out **JUNE**

Work begins on first leg of network **OCTOBER**

$6B
State allocation for achieving Broadband for All
Source: gov.ca.gov
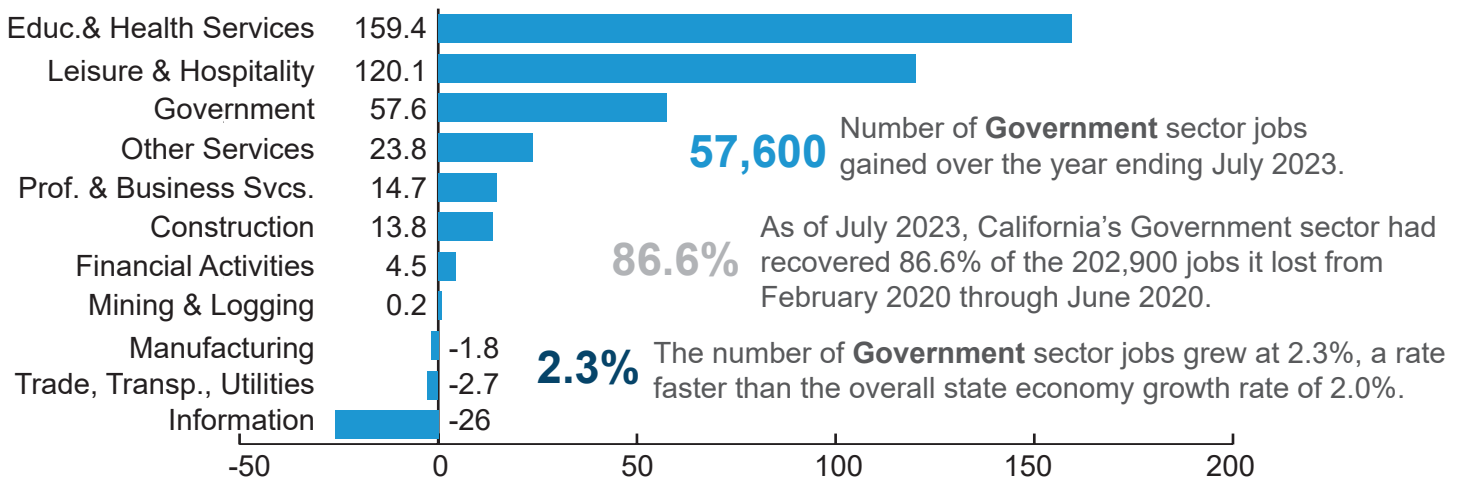
2021

2022

Source: CDT Statewide IT Annual Report 2022

CA WORKFORCE RAPID ROBUST RECOVERY IN CALIFORNIA JOBS MARKET

GOVERNMENT RECOVERS IN CALIFORNIA JOBS MARKET

According to the 2023 California Jobs Market Briefing, California added 3,198,100 nonfarm jobs over the course of its 39-month expansion from April 2020 through July 2023. California's Government sector (which includes Federal, state, county, and municipal jobs) was one of four sectors that added jobs at a faster pace than the overall state economy.

The following graph depicts the Year-Over change jobs (in thousands) in California's industry job sectors as of July 2023:

Sector	Value
Educ.& Health Services	159.4
Leisure & Hospitality	120.1
Government	57.6
Other Services	23.8
Prof. & Business Svcs.	14.7
Construction	13.8
Financial Activities	4.5
Mining & Logging	0.2
Manufacturing	-1.8
Trade, Transp., Utilities	-2.7
Information	-26

57,600 Number of **Government** sector jobs gained over the year ending July 2023.

86.6% As of July 2023, California's Government sector had recovered 86.6% of the 202,900 jobs it lost from February 2020 through June 2020.

2.3% The number of **Government** sector jobs grew at 2.3%, a rate faster than the overall state economy growth rate of 2.0%.

(Note: According to the U.S. Bureau of Labor Statistics, the "Information" sector is part of the service-providing industry which includes publishing, broadcasting, and telecommunications.)

(Source: California Employment Development Department – 2023 California Jobs Market Briefing)
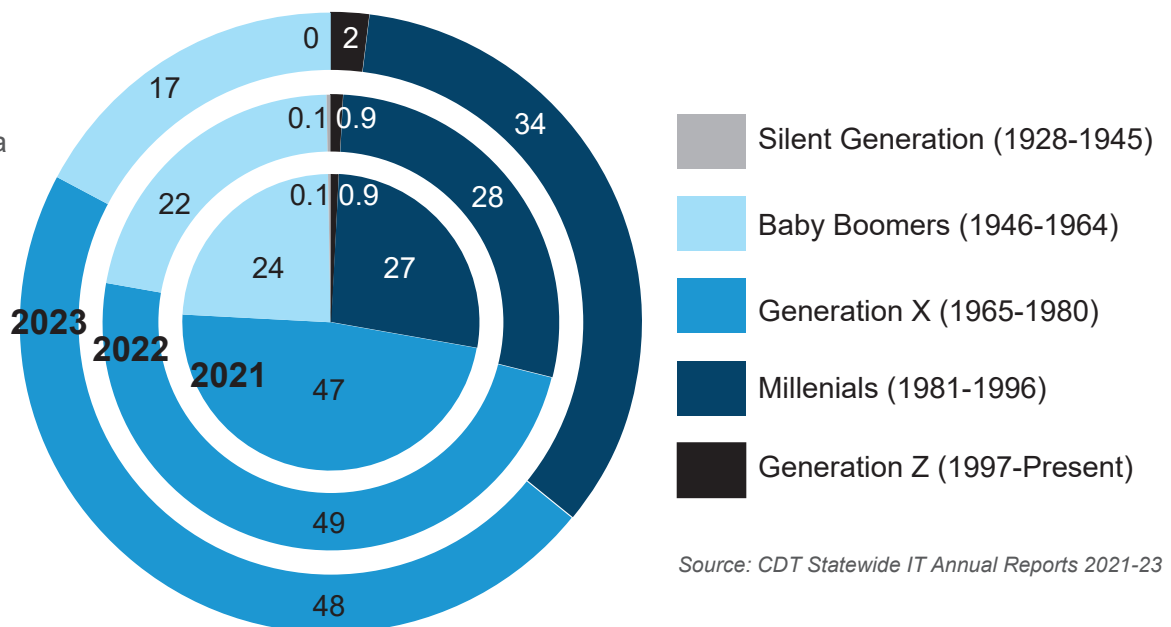
CA EXPANDS LEADERSHIP TRAINING OF MULTI-GENERATIONAL INFORMATION TECHNOLOGY (IT) WORKFORCE

California's statewide IT workforce generational demographics reported for 2021 through 2023 indicated decreased numbers of Baby Boomers and Silent Generation, stabilized numbers of Generation X, an increase in Millennials, and the introduction of Generation Z to the workforce. CDT's response to the state's emergency shutdown and this changing workforce included the expansion of remote training to the entire state resulting in a **total of more than 1,000 individuals** completing IT Leadership training during this period.

260,183

The number of State Employees in California in 2022.

(Source: California State Controller, www.publicpay.ca.gov)

2023: 0, 17, 22, 2, 34
2022: 0.1, 0.9, 24, 28, 27
2021: 0.1, 0.9, 47, 49, 48

Legend:
- Silent Generation (1928-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millenials (1981-1996)
- Generation Z (1997-Present)

Source: CDT Statewide IT Annual Reports 2021-23

CA STATE OF EMERGENCY

EMERGENCY SHUTDOWN

On March 15, 2020, states began to implement shutdowns to prevent the spread of COVID-19. On February 28, 2023, after nearly three years, Governor Gavin Newsom ended the COVID-19 State of Emergency in California.

(Source: cdc.gov)

2020-2021 PANDEMIC RESPONSE

1. State and local governments collaborated with education, private industry and volunteers to innovate new approaches
2. Massive transition to remote work required statewide, high-speed broadband
3. Governor Newsom issues executive order further enhancing state and local government's ability to respond to COVID-19 pandemic in 2020.
4. Governor Newsom announces plans to lift pandemic executive orders and fully reopen California in 2021.

Source: CDT Statewide IT Annual Report 2021, Office of Governor March 20, 2020, and June 11, 2021

2022 WILDFIRE RESPONSE

1. More than 4 million acres burned by wildfires
2. Hundreds of thousands of residents experienced electric utility Public Safety Power Shutoffs
3. Governor Newsom proclaimed a state of emergency to support communities recovering from several fires that started during extreme heat waves.
4. California implemented measures to cut pollution, get more people in Zero Emission Vehicles (ZEVs) with more chargers on the road, and protect communities from wildfires and drought.

Source: Office of Governor September 19, 2022

2023 HEATWAVE RESPONSE

1. California launches "Heat Ready CA" campaign to help protect communities from extreme heat, which is the deadliest form of climate-driven extreme weather.
2. Heat Ready CA is a public awareness and outreach campaign led by the Governor's Office of Community Partnerships and Strategic Communications (OCPSC).
3. More than 100 community-based organizations form the trusted messenger network for outreach in every California county in over 30 languages.

Source: Office of Governor July 11, 2023

OUR PRINCIPLES

- Putting people first - Delivering what Californians and the public servants working for them need.
- Continuous timely improvement - Updating and improving systems and services every day.
- Working together beats working alone - Solving big challenges with multi-disciplinary teams from different departments.

OUR GOALS

- Deliver clear, fast, secure and dependable public services.
- Ensure public services are equitable.
- Make common technology easy to access, use, share and reuse across government.
- Build digital government more quickly and more effectively.
- Build confident, empowered multi-disciplinary teams.

OUR PRINCIPLED OUTCOMES

Collaboration and speed are integral to the successful outcomes achieved by California's statewide IT community.

61

The number of times "partner" is referenced in the three CDT Statewide IT Annual Reports covering the 2021-23 period.

19+

The number of unique Federal, State, Local IT and business partnerships reported in the three CDT Statewide IT Annual Reports covering the 2021-23 period.

Source: CDT Statewide IT Annual Reports 2021-23

Iterative Development

90+ Total number of innovative technology projects implemented

41+ Total number of Agencies, Departments, and Offices involved

Pie chart:
- Working Together Beats Working Alone 21
- Putting People First 20
- Continuous Timely Improvement 22

63

Statewide IT accomplishments aligned with the Vision 2023 Principles in equal distribution

"It wouldn't have been possible to move this quickly without the collaborative efforts of the California Public Utilities Commission, Caltrans, CDT, Department of Finance, Government Operations Agency, the State Transportation Agency and the many local and regional partners who participated in the planning and public comment process."

Source: CDT Statewide IT Annual Report 2022 regarding Broadband for All

OPERATIONALIZING SUCCESS ALIGNS WITH THE PRINCIPLES OF THE AGILE MANIFESTO:

- Individuals and interactions
- Iterative development
- Customer collaboration
- Responding to change

Source: agilemanifesto.org

TECHNOLOGY INNOVATION OUTCOMES
POTENTIAL TO OPERATIONALIZE CA TECHNOLOGY'S RESILIENCY

HAVING LED SUCCESSFUL BUSINESS CHANGE DURING THE PANDEMIC, WHAT WOULD IT TAKE TO OPERATIONALIZE OUR SUCCESS?

Recognize that technology is more than a support role. technology can lead solution development.

Continue to make common technology easy to access, use, share, and reuse across government.
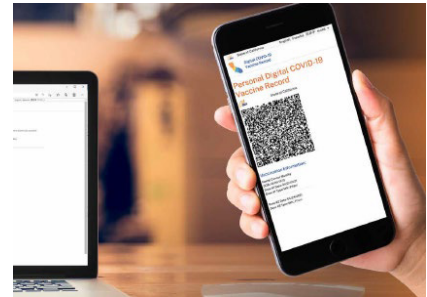
"The teams were empowered, outcome-driven, and not risk averse in a high-pressure environment."
- Amy Tong (former State of California Chief Information Officer, Director, California Department of Technology 2021)

The **COVID Technology Innovation Task Force** engaged in collaborative partnerships to produce solutions for more than **26 lifesaving** public services in response to COVID-19 including data models and operationalized hospital data for public dashboards and reporting.
Source: CDT Statewide IT Annual Reports 2021

Maintain cohesive partnerships and strong alliances between business and technology.

Continue to leverage new and existing partnerships.

Vision 2023 is an innovative approach built on the strengths of collaboration as demonstrated by the state's response to a worldwide pandemic."
- Liana Bailey-Crimmins (State of California Chief Information Officer & Department Director CDT 2022-24)

The **State's Learning Management System** allows collaboration with university and community college partners to deliver college level content to incarcerated students and facilitates the successful reintegration of individuals back to the community.
Source: CDT Statewide IT Annual Reports 2022

Leverage the resiliency of technology staff as effective change agents and expert problem-solvers.

Continue to improve statewide hiring and recruiting.
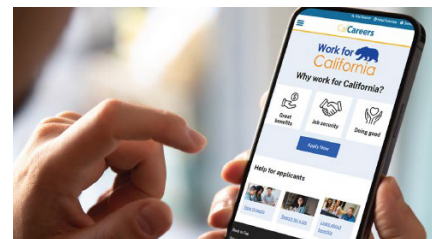
"Across the state, Californians are asking how they can help their neighbors during this crisis, and we want to channel that energy into our Californians For All service initiative."
- Governor Gavin Newsom

Work for California represents the initial phase of a broader initiative to improve statewide hiring and recruiting practices. Cross-agency collaborations and a focus on the candidate experience are core elements to future innovations and improvements.
Source: CDT Statewide IT Annual Report 2023

Source: Meeting notes from Vision 2023 – A Bold Journey – Closeout Report January 31, 2024

Vision into Action

California's state government IT community has a vision of the future inspired by thousands of passionate, dedicated public servants.
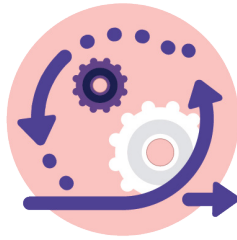
Vision into Action

Technology powering a compassionate, human-centered government.

Our Principles

Put people first
Deliver what Californians and the public servants working for them need.

Create continuous and timely improvements
Update and improve systems and services every day.

Working together beats working alone
Solve big challenges with multi-disciplinary teams from different departments.

Our Goals

Deliver clear, fast, secure and dependable public services
Make government services and information stable, easy to find and simple to navigate.

Ensure public services are equitable and inclusive
Improve interaction with the government by providing equitable access to all services and information, and expand diversity in the state workforce.

Make common technology easy to access, use, share and reuse across government
Encourage collaboration among multi-disciplinary teams by making it easier and faster to apply shared experience and patterns to solve problems.

Build digital government more quickly and effectively
Prioritize technology investments, and balance oversight and planning to increase project delivery. Modernize state legacy systems through an agile management and procurement approach, and document successes and failures so others may learn.

Build confident, empowered multi-disciplinary teams
Empower leaders to integrate technology into their programs and operations to improve outcomes by attracting new talent, developing diverse technology leadership, continuously upgrading training, and fostering multi-disciplinary teamwork.

vision2023.cdt.ca.gov

2021

Deliver clear, fast, secure and dependable public services

Ensure public services are equitable and inclusive

Make common technology easy to access, use, share and reuse across government

Build digital government more quickly and more effectively

Build confident, empowered multi-disciplinary teams

◆ Multi-year project

Putting People First

Delivering what Californians and the public servants working for them need.

Broadband for All ◆

The COVID-19 pandemic amplified the importance of internet connectivity to receive healthcare, go to work and attend school. Yet some Californians do not have fast enough internet service to manage daily life, and some have no connection at all. In response to the COVID-19 pandemic, the governor issued an executive order for all executive branch agencies to make broadband a priority and directed the California Broadband Council to develop the Broadband for All Action Plan, which was completed in December 2020.

Since then, the Council has been working to implement specific action items in the executive order and action plan related to data and mapping, funding, broadband adoption and deployment and digital literacy. Items were determined to be shortterm (accomplished within two years) and long-term (accomplished in longer than two years). Year 2022 will focus on completion of short-terms action items and making significant progress on long-term action items and coordinating efforts to support and augment broadband.

Governor Gavin Newsom signed legislation in July 2021 to invest $6 billion for state broadband infrastructure for middle-mile and last-mile projects. Three guiding principles define the goals of the Middle-Mile Broadband Initiative:

1. Provide affordable, open-access, middle-mile broadband infrastructure to enable last-mile network connectivity throughout the state.
2. Build the network expeditiously, leveraging existing infrastructure, networks, and construction projects where feasible.
3. Prioritize connectivity to unserved and underserved communities, including community institutions.

The historic legislation, announced in partnership with legislative leaders, advances the statewide broadband plan with expanded infrastructure prioritizing unserved and underserved areas. In November 2021, the Governor's office announced the initial 18 projects to launch the middle-mile broadband initiative.

Innovative Use of Data Analytics to Help Fight Wildfires

In 2020 over 9,000 wildfires scorched more than 4 million acres of California. In 2021, the state continued to experience unprecedented wildfires and had six of the seven largest wildfires in California history since 2020. CAL FIRE was determined to leverage emerging predictive-centric technology to provide near-real-time situation awareness, on-demand fire spread prediction, and risk forecasting to assist the critical wildfire-fighting decision-making in saving lives.

Prior to finding a solution, few staff members could use complex programs to predict fire behavior This limited usage legacy fire prediction modeling resulted in inaccurate estimations, extended resource requirements, and loss of critical time due to delayed response. To meet the challenge, CAL FIRE implemented Wildfire Analyst Enterprise (WFA-E) solution that provides a near-instant response to an incident with very accurate fire spread modeling. A user can access WFA-E easily and quickly, providing complex and customizable parameters for use. The solution connects CAL FIRE with other previously unavailable data sources and greatly increases accuracy. WFA-E can ingest additional data and integrate it into other business analytic solutions by using artificial intelligence generated from multidimensional big data analytics, large numbers of IoT sensors, hundreds of cameras, extensive computer vision analysis on images from satellite, drones, and aircraft surveillance.

Through predictive intelligence, CAL FIRE enhanced situational awareness information quickly and accurately for first responders and decisionmakers, enabling the most efficient dispatch emergency responding resources and saving property and lives.

Our Goals

Deliver clear, fast, secure and dependable public services

Ensure public services are equitable and inclusive

Make common technology easy to access, use, share and reuse across government

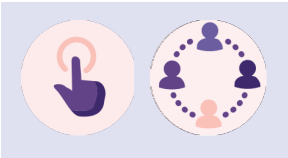**Build digital government more quickly and more effectively**

Build confident, empowered multi-disciplinary teams

Continuous, Timely Improvement

Updating and improving systems and services every day.

Technology Modernization Fund

The pandemic served as a catalyst for California's technology innovation and its continuing transformation into a truly digital government. Monumental efforts to keep critical public services online were met with quick development and implementation of new data systems to keep Californians safe.

Continuing this innovation, CDT began providing grants totaling $25 million in IT investments to modernize government services through a new Technology Modernization Fund (TMF). The onetime grant program provides quick funding to state departments needing to upgrade crucial and aging IT systems. This fund will help drive departments forward and improve and secure government services.

To apply for a TMF grant, departments must show proof-of-concept and how their solutions can optimize government services within a year of implementation. Funds will be allocated throughout 2022. The application process is competitive and multi-staged. CDT will grant multiple rounds of investments from the TMF until the grant fund is depleted.

Our Goals

Deliver clear, fast, secure and dependable public services

Ensure public services are equitable and inclusive

Make common technology easy to access, use, share and reuse across government

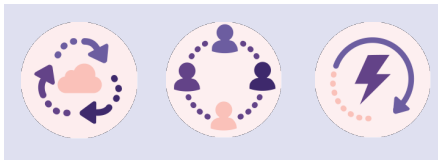**Build digital government more quickly and more effectively**

Build confident, empowered multi-disciplinary teams

Working Together Beats Working Alone

Solving big challenges with multi-disciplinary teams from different departments.

Cybersecurity Roadmap to Protect Californians' Privacy and Security

Increasingly sophisticated cyberattacks threaten all sectors of state, nation and world security and privacy. Recognizing the severity of the risk, the state of California released its first-ever, five-year cybersecurity roadmap, Cal- Secure. Built on industry-leading best practices and frameworks, Cal-Secure addresses critical gaps in the state's information and cybersecurity programs while enabling the state to manage existing and future threats more effectively.

Cal-Secure defines a path for state entities to strengthen cybersecurity measures and prioritize resources to manage the most significant cyber risks and safeguard those services for Californians who depend on them. The plan's priorities include developing and unifying

California's diverse, innovative cybersecurity workforce to safeguard the data and systems used to deliver public services; providing effective oversight supported by a flexible governance model; and investing in technology and services to enhance cybersecurity capabilities at all state entities. Cal-Secure builds on the key objectives of the California Homeland Security Strategy, under which California established a goal to strengthen security and preparedness across cyberspace by enhancing safety and preparedness with state, federal, local, tribal, and private sector stakeholders.

Cal-Secure was created through a collaborative process with the California Cybersecurity Integration Center and its four critical partners: California Department of Technology, California Governor's Office of Emergency Services, California Highway Patrol, and California Military Department, as well as the state government security community.

2022

Our Goals

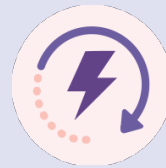**Deliver clear, fast, secure and dependable public services**

Ensure public services are equitable and inclusive

Make common technology easy to access, use, share and reuse across government

Build digital government more quickly and more effectively

Build confident, empowered multi-disciplinary teams

◆ *Multi-year project*

Putting People First

Delivering what Californians and the public servants working for them need.

Broadband for All ◆

Governor Gavin Newsom prioritized digital equity, access and inclusion when he issued his Executive Order in 2020 calling for a broadband plan to outline our path to Broadband for All. Since that time, our state has embarked on a multi-department, multi-agency fast track to ensure the possibility of connectivity for every resident of our state.

In July 2021, SB 156 was signed into law paving the way for a 10,000 mile digital "highway" built along our interstate corridors. Known as the "middle mile," the broadband network is made up of fiber optic cable that can carry faster signals for longer distances. The middle mile connects to the global internet, and when the middle mile is built, "last mile" internet service providers will run lines from the middle mile to their customers' homes and businesses.

Because of the requirements of the American Rescue Plan Act funding being used to build the middle mile -- $3.25 billion must be expended by 2024, and construction should be completed by 2026 -- state partners leapt into action to begin work on this historic undertaking:
- Within one month of the new law, the Middle Mile Advisory Committee held its first meeting;
- By November 2021, the first 18 test locations were announced;
- In June 2022, the entire 10,000 mile network was mapped out;
- In October 2022, work began on the first leg of the network in Poway, California.

It wouldn't have been possible to move this quickly without the collaborative efforts of the California Public Utilities Commission, Caltrans, CDT, Department of Finance, Government Operations Agency, the State Transportation Agency and the many local and regional partners who participated in the planning and public comment process.

Looking ahead, the state expects to receive hundreds of millions in additional federal funding to go toward last-mile connectivity and digital equity programs.

As we all experienced first-hand when the COVID-19 pandemic took hold of our state, our nation and the world, a reliable internet connection is required for full access to education, work, healthcare, government services and social interaction. We are proud of our state's efforts to deliver Broadband for All without delay.

# CDCR Builds a Better Future for its Incarcerated through Technology

The California Department of Corrections and Rehabilitation (CDCR) facilitates the successful reintegration of individuals back to the community with the tools to be drug-free, healthy, and employable members of society. With a goal to make incarcerated people successful following their release, CDCR focuses on programs that increase literacy, obtain GEDs or high school diplomas, provide job skills and training, and offer college-level programs. In recognition of the essential nature of technology in the modern workforce, CDCR has invested in a vision of 21st century learning that infuses instruction with technological tools replicating those our students will utilize in their daily lives upon release.

CDCR is making laptop computers available to incarcerated students in all educational programs, combined with upgrading the secure infrastructure to support the expansion of student technologies. This upgraded infrastructure added capacity to the Division of Rehabilitative Programs learning network by improving bandwidth and IP addresses that expand student access, among other security enhancements. A significant component of this technology is the Division of Rehabilitative Program's (Virtual) Learning Portal that represents a compendium of software programs designed to enhance instruction and extend learning beyond the physical classroom space. In addition, the implementation of a Learning Management System allows collaboration with university and community college partners to deliver college level content and curricula to students who would have otherwise been limited.

A Big Dose of Teamwork Delivers e-Prescribe to Veterans Homes
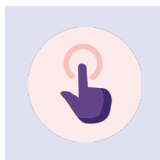
Only recently the only way CalVet medical professionals could order prescriptions from pharmacies for their patients was by hand. That changed in early December when the department unveiled its new e-Prescribe software system that modernized and streamlined the process of prescribing medications for the more than 1,700 veterans and their spouses living at the eight Veterans Homes throughout California. e-Prescribe is the first element of planned CalVet's Electronic Health Record Program that will provide medical professionals with a single electronic record.

The initiative received strong support from the department's executive level and included a project team comprised of IT staff, doctors, pharmacists and nurses, as well as clinical, administrative and financial experts. As a result, the team was able to identify and leverage technology to deliver a fast and secure solution to the outdated, labor-intensive way of writing prescriptions.

No one appears to complain that the days of handscribbled and faxed prescriptions are over. Thanks to e-Prescribe, all eight veterans homes use this standardized process in compliance with federal and state laws that require prescription submissions. In the first 20 days, ePrescribe processed 1,482 prescriptions. Nearly 90% of CalVet's physicians and 76% of all trained personnel logged into the system during its first 30 days.

Thanks to e-Prescribe, veterans' and their spouses' medications are monitored by experts who ensure they are getting exactly what was ordered.

Our Goals

Deliver clear, fast, secure and dependable public services

Ensure public services are equitable and inclusive

Make common technology easy to access, use, share and reuse across government

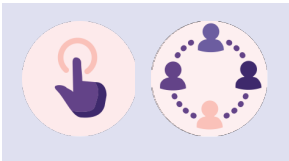**Build digital government more quickly and more effectively**

Build confident, empowered multi-disciplinary teams

Continuous, Timely Improvement

Updating and improving systems and services every day.

Technology Modernization Fund and Stabilization Update

With the establishment of the Technology Modernization Fund (TMF) and Technology Stabilization Fund (TSF), the California Department of Technology (CDT) continues to assist Departments in delivering fast and secure public services and making technology easy to use for government workers and our residents.

Through both the TMF and TSF, CDT partners with state agencies to improve the efficiency and effectiveness of the services they deliver to Californians. In 2022, CDT has partnered with 9 departments/agencies through the Stabilization program and has approved 11 projects and over $11 million in funding for TMF efforts. The Stabilization program proactively assists departments in preventing costly unplanned downtime, while the TMF program avoids unnecessary administrative burden for high-value, low-risk technology investments. Here are some partnership highlights from 2022:

Stabilization:
- **Department of Industrial Relations (DIR)** to ensure stability with the state worker's compensation case management and payment service.
- **California Office of Emergency Services (CalOES)** to review the capabilities and provide alternatives to managing emergency response through their legacy technology.
- **California Department of Human Resources (CalHR)** to provide recommendations to improve efficiencies on the Examination and Certification Online System (ECOS) that provides employment opportunities for civil service.
- **State Land Commission (SLC)** assessment of their legacy technology that tracks regulation and inspection of marine oil terminals.
- **California Department of Transportation (Caltrans)** and assessment of the system that manages lane closures and construction throughout the state.

TMF:
- **California Department of Food and Agriculture's (CDFA)** Registered Service Agents Project has completed delivery, so all the Agencies and Registered Service Agents are now able for the first time to interact and conduct business digitally with the CDFA through this new portal.
- **Department of Consumer Affairs (DCA)** is implementing an online system with application, processing, and payment functionality for 13 licenses administered by the Speech-Language Pathology and Audiology and Hearing Aid Dispensers Board.
- **Department of Managed Healthcare (DMHC)** is enhancing the capabilities to schedule and track financial and operational examinations of managed health care plans.
- **California Environmental Protection Agency (CalEPA)** is developing a geospatial data system for the California Unified Program Agencies (CUPA), which will help protect Californians from hazardous waste.

Our Goals

Deliver clear, fast, secure and dependable public services

Ensure public services are equitable and inclusive

Make common technology easy to access, use, share and reuse across government

Build digital government more quickly and more effectively

Build confident, empowered multi-disciplinary teams

Working Together Beats Working Alone

Solving big challenges with multi-disciplinary teams from different departments.

California Design System Solves Common Problems Across State Websites

The California Design System began as a collaboration between the California Department of Technology and the Office of Data & Innovation to empower state government to deliver a seamless online experience for Californians to access digital products and services.

As a set of core principles, style guidelines and collection of independent components, state entities can choose structural elements that best meet their users' needs. The components are customizable and usable in any framework, saving developers and designers time best spent working on delivering services to residents.

True to its collaborative roots, the Design System is an open-source project that relies on contributions and feedback from users across state government to iterate and refine reusable technology that works anywhere. The Design System considers a wide range of experiences, abilities, education and technical literacy to improve access to important online government services while seeking to address the common needs across a shared digital infrastructure, allowing teams to focus on new problems and residents to access services more quickly.

Cal-Secure Collaboration Safeguards Californians' Data and Critical Public Services

Cal-Secure is the state's first universal cybersecurity initiative and marks the first time California's cybersecurity community —federal, state, local, education and private sector providers—united to produce a security plan that outlines an overarching road map to prioritize initiatives and guide organizations at any level of maturity.

Launched in 2021, the Cal-Secure roadmap is a worldclass cybersecurity defense system that benefits the residents of California today and beyond. The plan focuses on three pillars to develop security capabilities: a diverse and innovative security workforce; an agile and flexible model; and an investment in technology and services to develop effective defenses to sustain the state's collective protection measures.

Since its launch last year, Cal-Secure has met all year one deliverables and has made significant progress on year two initiatives. The state has seen a 19% reduction in high-risk vulnerabilities since February. California is disrupting its adversaries before they can attack critical emergency response and public service efforts. We've come a long way, but there's more work to be done. The success of Cal-Secure depends on the input, information-sharing and adoption of guidelines by agencies and departments and California's cybersecurity community to embed cybersecurity into everything we do.

2023

Deliver clear, fast, secure and dependable public services

Ensure public services are equitable and inclusive

Make common technology easy to access, use, share and reuse across government

Build digital government more quickly and more effectively

Build confident, empowered multi-disciplinary teams

Multi-year project

Putting People First

Delivering what Californians and the public servants working for them need.

CalHEERS initiative meets the healthcare needs of millions

The California Health and Human Services Office of Technology and Solutions Integration (OTSI), Department of Health Care Services, and Covered California came together in 2023 in a collaborative effort to enhance the California Healthcare Enrollment, Eligibility and Retention System (CalHEERS), to make it simpler for 14 million Californians to access affordable healthcare. The challenge of these efforts involved balancing the unique needs of residents with the risks of developing a custom, tailor-made solution for California that had never been done before.

CalHEERS used human-centered design to better understand users and to establish a strong foundation for new tools, technologies, and innovations. CalHEERS also used the latest cloud technology, ensuring flexibility and cost-effectiveness during peak times like the October to January, during the Renewal and Open Enrollment period. The project's use of cloud technology resulted in improved efficiency and the ability to adapt to changing demand effectively without sacrificing service quality.

Redesigning the self-service portal with a focus on user-friendly design principles like popular software enhanced the overall user experience for Californians seeking essential health coverage. Through these efforts, the CalHEERS team positioned California as a leader in healthcare innovation and demonstrated their ongoing commitment to modernize the CalHEERS Platform to meet the healthcare needs to millions of Californians.

High-speed broadband moving full speed ahead! ◆

In 2021, Governor Gavin Newsom took a significant step toward closing the digital divide in California by signing Senate Bill 156 into law. This legislation paved the way for the creation of an open-access, middle-mile broadband network designed to bring equitable high-speed internet to underserved and unserved communities across the state. Known as the Middle-Mile Broadband Initiative (MMBI), the project has made substantial progress in developing this critical infrastructure.

The MMBI's objective is to develop a backbone to provide open access to high-speed internet to unconnected and under-connected communities in California. To accomplish this, the initiative will develop a broadband network spanning over 10,000 miles and roughly following the corridors along two-thirds of the state's extensive 15,000-mile highway network.

So far, contracts have been secured for 83% of the network, or more than 8,300 miles. The remaining approximately 2,200 miles will be developed using a combination of partnerships and construction using the state's authority for Job Order Contracting (JOC), Construction Manager/General Contractor (CMGC), and Government-to-Government partnerships. JOCs enable the state to issue work orders against master contracts, allowing for real-time scaling and swift mobilization of labor and equipment. CMGC procurement, on the other hand, facilitates cost-effective construction approaches during the design phase. Caltrans is diligently working on the preconstruction phase for the approximately 4,000 miles it plans to construct, as California moves towards full network deployment. Construction has already begun and will accelerate during the first quarter of 2024.

To optimize costs and speed up development and the time it will become operational, MMBI continues to explore alternative approaches such as Indefeasible Rights of Use (IRUs), or long-term leased agreements, purchases, and joint-build agreements with private and public sector partners. Currently, these alternatives cover more than 6,500 miles of the network at half the cost of standalone construction, while reducing environmental impact and expediting time-to-market.

One of the key provisions of SB 156 is that the more than 200 Internet Service Providers (ISPs) currently operating in California, along with eligible entities like local and tribal governments, can connect to the open-access middle-mile network to deliver last-mile service to customers. The California Public Utility Commission's Federal Funding Account grant program will fund projects to connect communities to the Middle-Mile Broadband Network to deliver internet to households, governments, education facilities and all who need it. Being open access, it will boost competition, and enhance reliability and affordability for consumers. It's a win-win situation, as more Californians gain access to high-speed internet at affordable costs.

The ambitious goal is to complete the middle-mile network's construction by December 2026 to provide service to communities in all 58 counties where more than 675,000 households lack high-speed internet access. The CPUC is distributing over $2 billion in last-mile funding for projects that can connect to the state's MMBI network, further expanding access to underserved areas.

California's Middle-Mile Broadband Initiative is a promising step towards closing the digital divide by ensuring that high-speed internet access becomes a reality for all Californians. With strategic planning, alternative approaches, and last-mile partnerships with ISPs, this initiative is well on its way to connecting communities and enhancing the quality of life for residents across the state.

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Deliver clear, fast, secure and dependable public services	Ensure public services are equitable and inclusive	Make common technology easy to access, use, share and reuse across government	Build digital government more quickly and more effectively	Build confident, empowered multi-disciplinary teams

Continuous, Timely Improvement

Updating and improving systems and services every day.

CDT's new CA Cloud Service Program ensures a comfortable journey to the cloud
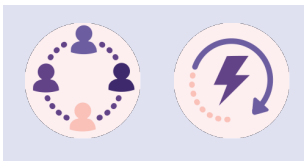
In the 10 years since the California Department of Technology's Cloud First policy was released, much has changed in the world of cloud-based solutions. Under this previous strategy, tech leaders moved workloads and applications to the cloud without a clear digital roadmap or guidance related to critical security measures. They experienced an abundance of choices, but also a high level of complexity resulting in slower migrations.

Now, CDT has aligned with the Federal Cloud Smart Computing Strategy to embrace enhanced security measures and deliver an improved coordinated approach to navigating the cloud environment. By focusing on five key components of successful cloud adoption—partnerships to improve State security, architecture, procurement, and human capital—the program will improve return on investments, enhance security, prepare the state workforce for success, and offer higher quality services to residents.

As part of its cloud smart offering, CDT offers a new service—the California Cloud Services Assessment and review process through the California Cloud Service portal. Customers submit design and planning documentation, which allows CDT to ensure alignment with IT security, architecture, procurement, and workforce requirements and methodologies to best meet service objectives. After the documents are reviewed, CDT provides recommendations or areas for remediation for new and existing cloud services.

A Cloud Smart Strategic Playbook will be available in early 2024. This guide will outline strategies and operating models for the implementation of Cloud Services across the State, giving departments and agencies actionable steps to adopting the Cloud Smart Strategy. Policies related to cloud computing have been modified or added to ensure California's technology services are provided and maintained to the highest standards possible. The policies align with the objectives of the new California Cloud Services Program.

The California Cloud Services Program provides a path for agencies and other state entities an efficient means to migrate to a safe and secure cloud infrastructure and will provide support to achieve consistent, maintainable, cost-efficient delivery of services.

Statewide IT strategic planning underway

The California Department of Technology (CDT) embarked on developing the new Statewide IT Strategic Plan for California's state government to replace its current plan, Vision 2023. This new three-year strategic plan will be used to provide direction and influence technology leadership throughout state and local government. The plan is being developed under contract with consultants and in partnership with the State's IT leadership community through internal and external focus groups and surveys.

The first step will be to close out Vision 2023 by assessing lessons learned and celebrating the State's accomplishments. The project will then evolve the vision, mission, goals, and guiding principles for State government IT organizations resulting in a new IT strategy. Other project components include developing a communications strategy to drive adoption, a governance model based on operational knowledge and challenges facing government IT environments, and a performance management framework with tools and metrics to measure future outcomes.

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Working Together Beats Working Alone

Solving big challenges with multi-disciplinary teams from different departments.

Work for California: A step to improve statewide hiring and recruiting

The Work for California (W4CA) hiring and recruitment campaign was a short-term pilot aimed at attracting new talent into State service and improving recruitment and hiring practices statewide. Although it initially targeted recently displaced employees from the technology sector, the campaign advertised a wide range of employment opportunities across the State. W4CA was defined by a guiding purpose to innovate and test new ideas to test recruitment ideas to bring more talent into State service.

The campaign ran from January through March 2023 and featured a high level of engagement by staff to recruit new talent. All campaign activities centered around three core objectives:

Increase applications to State jobs
In recent years, applications for State jobs have been in decline. Statewide, the average number of applications per job advertisement has declined from 59 in 2019 to 22 in 2022. To ensure the continuous growth and renewal of our workforce, we need to be reached recruit new audiences to join State service.

Reduce high-vacancy rates at participating departments
Many departments are experiencing high vacancy rates due to an aging workforce and fierce competition for talent in the private and other government sectors. Since 2016, the statewide vacancy rate gradually increased from 13.5% to 20.9% in 2022. The inability to fill key roles has a significant impact on the State's ability to fulfill its mission and poses a significant risk to the health and well-being of our communities.

Reduce application-to-hire timeframe
The State application and hiring process has become a significant issue for candidates, hiring managers, and HR personnel even when the State does make hires. Some roles take more than four months to fill, highlighting the urgent need to streamline internal processes.

Underlying all three objectives was the core goal of groundbreaking collaboration among State agencies to drive innovation in the hiring and recruitment landscape of State service. The effort was led by the Government Operations Agency, Department of Human Resources, Department of Technology and Office of Data and Innovation, and worked in partnership with 19 other departments across nine agencies to test the efficacy of its activities across multiple sectors of California's Executive Branch.

The launch of WorkForCalifornia.ca.gov included a dozen promotional videos and a video from Governor Gavin Newsom. Coordinated social media posts across agencies and departments resulted in over 5.4 million interactions. This spurred earned media across multiple channels, including television and radio, reaching an estimated additional audience of more than 7 million.

Work for California represents the initial phase of a broader initiative to improve statewide hiring and recruiting practices. Cross-agency collaborations and a focus on the candidate experience are core elements to future innovations and improvements.

Two statewide Initiatives Provide Stabilization and Innovation of Critical Services ◆

Two key State initiatives have advanced government IT stabilization and innovation to produce more reliable, useful, efficient, and effective public services.

The initiative to Stabilize Critical Services and IT Infrastructure, known as Stabilization Service, was established as a partnership with government agencies and departments to improve their IT stability and scalability as vital parts of the State's most critical systems. The service performs assessments, prioritizes solutions and, through the Technology Stabilization Fund (TSF), funds stabilization projects and plays a pivotal role in improving critical service delivery.

As of October 31, the TSF program completed 13 system assessments and continues to provide resources to increase the usability and sustainability of California's most critical systems.

- Seven system remediation efforts have successfully closed. Over 60% of the services recommendations have been implemented, with 20% in progress at the time of closeout.

- A System Risk Indicator (SRI) scoring tool was implemented to improve the identification of systems that would most benefit from an assessment. The SRI enables the TSF to proactively target the systems with the greatest risk and highest impact to the State.

- The TSF has begun data analysis of the findings and recommendations provided in assessment reports to identify trends and will begin issuing guidance in the form of white papers to enable state entities to proactively identify and address issues that may be impacting their systems.

The Technology Modernization Fund (TMF) offers a unique option for state departments that have a concept to improve a business process. The TMF helps put good ideas into practice without the need to wait for a normal budget cycle. It provides quick wins for those qualifying State entities with low-risk and high-value projects through a competitive application and review process.

As of October 31, four projects have been delivered under the TMF and 21 proposals approved. TMF proposals are approved through the process of using an Advisory Committee to assess technical viability and a cross-agency Selection Committee to determine business value to the State. Some of the critical modernization efforts that have already gained approval include:

- California Resource Request Modernization project for the California Office of Emergency Services The system will provide a customer-centric resource requesting and mission-tasking solution for end-users at all levels of government.

- Recruitment and Onboarding Modernization for the Department of Corrections and Rehabilitations (CDCR). The system will help CDCR to decrease time to hire and increase employee satisfaction and retention.

- California Environmental Reporting System for California Environmental Protection Agency (CalEPA). The system will collect and report data pertaining to abandoned leaking underground storage tanks.

- Improving Field Office Access to the Public for the Department of Motor Vehicles (DMV). The system will provide position management for the DMV's Field Operations Division to enable them to meet the needs of the public effectively.

LOOKING AHEAD

Looking back over the strategic window of Vision 2023, we can see, and are celebrating in this retrospective report, the value that gets delivered to the people of California when the technology community and the business of government roll up their sleeves together to navigate unprecedented threats and huge disruptions. We continue to learn from each other every day and own our successes as we grow through our challenges. Looking ahead, we can keep the momentum going by operationalizing the focus, resilience, and collaboration that enabled the speed of statewide change that we experienced in our responses to emergencies and mandates.