

DIGITAL TRANSFORMATION AND RESULTS-ORIENTED GOVERNMENT

Building upon the state's 2019 investment in digital innovation, the Government Operations Agency (GovOps), California Department of Technology (CDT), Office of Digital Innovation (ODI), and Department of General Services (DGS), will accelerate the digital transformation of services and how they are delivered to nearly 40 million Californians by working collaboratively with state agencies and departments to find innovative ways to adapt and deliver core government functions online while improving business processes and consumer interactions. Efforts will stabilize critical services and Information Technology (IT) infrastructure and security, modernize and improve the user experience, empower the use of data, and implement policy changes that will make government operations more efficient and effective for all Californians.

DIGITAL TRANSFORMATION

The events of 2020 highlighted the urgent need to modernize government services in an online environment. The state recognizes the need to optimize technology infrastructure and investments, foster digital services, and use data to inform decision-making. Government modernization will lead to improved and equitable decisions, services, and outcomes for Californians.

The ODI, an office within GovOps, is tasked with improving the service delivery functions of state entities, while CDT is primarily responsible for overseeing departments in their utilization of technology services and works with state entities so that new and existing services meet the needs of a modern California.

STABILIZE CRITICAL SERVICES AND IT INFRASTRUCTURE AND SECURITY

In order to transform the way individuals engage with government online, the first step is to provide a stable and secure information technology foundation. Historically, individual state departments have been responsible for the ongoing maintenance and operation of their technology systems, including scaling them to meet Californians' needs. When systems fail, departments rely on CDT to make emergency repairs. Unfortunately, reacting to an emergency when it occurs is neither helpful to the department nor the individuals reliant on the services provided. As such, the state must establish a proactive and preventative approach so its critical technology systems are resilient enough to prevent failures and recover rapidly when they do occur.

The Budget includes \$11.4 million one-time General Fund (\$9.4 million General Fund in 2022-23 and \$6.4 million ongoing General Fund) for CDT to target critical services, perform a rigorous assessment of the most vital and at-risk services, develop report cards, drive interventions and improvements, and identify key safeguards. The CDT will prioritize departments by Essential State Function as identified in the state's Continuity of Operation Plans. Focus has begun on services associated with the COVID-19 Pandemic, including those in the California Department of Public Health (CDPH), the Governor's Office of Emergency Services, and the Employment Development Department (EDD).

The Budget also includes \$20.1 million ongoing General Fund to conduct IT security assessments of state departments in an efficient and effective manner by funding these assessments up front, allowing departments the ability to use the savings from not having to reimburse CDT for the cost of the assessment, to remediate security deficiencies. This increases the speed in which security risks are resolved.

MODERNIZE AND IMPROVE THE USER EXPERIENCE

While CDT is primarily responsible for overseeing departments' utilization of technology services, including information security, project delivery and workforce development, CDT also enables the state to leverage its current investments in data and information. This creates new and innovative approaches to information sharing that provide governments, individuals, and businesses the opportunity to make decisions in the context of more information.

GovOps, CDT, ODI, and DGS will begin the next steps in modernizing and improving the way in which individuals engage with state government. Significant projects include:

- Developing a new CA.gov portal providing essential digital services in one website.
- Researching the development of a Digital ID system to be used across all state departments.
- Accepting credit card payments at all public-facing state departments.
- Migrating state department websites to CDT's Web Enterprise Platform and evaluating compliance with the Americans with Disabilities Act accessibility requirements.
- Transitioning all state forms to be signed and submitted electronically.
- Creating an all-electronic process for regulations submitted by departments to the Office of Administrative Law for approval.

The CDT's innovation efforts are complemented by ODI. The ODI was established in 2019 to focus on the end user and how the end user engages with government. The ODI puts the end user at the center of service design and uses qualitative and quantitative user research to inform everything from discovery to delivery. To date, ODI's focus has been in collaboration with CDT, managing a series of critical projects aimed at helping CDPH and EDD with COVID-19 response activities. Significant accomplishments to date include:

- Alpha.ca.gov Project—Prototyped a redesigned CA.gov website, successfully demonstrating how user research, content design, and performant technology can make services and information easy to find, easy to understand, and easy to use through a single web portal.
- COVID19.ca.gov—Created the state's public COVID-19 information web portal in collaboration with multiple state departments and agencies. The portal was built in four days using the reusable assets and tools created by the Alpha.ca.gov project. ODI updates guidance, design, and code daily, constantly iterating, making the site easier for the end user.
- EDD Strike Team—Helped prioritize problems, identify root causes, scout potential solutions and offer guidance to EDD on how to make system and operational improvements, including implementing a new identity verification and fraud

prevention system, simplifying the unemployment insurance application, and streamlining Workshare.

In addition, several departments have projects underway to add online services and improve existing systems to better serve Californians. The Department of Consumer Affairs and the Department of Alcoholic Beverage Control are making it easier to apply, renew, and pay fees for various licenses as well as adding more forms and information online. Other modernization efforts in process include making it easier to apply for and track college financial aid, bringing business forms and filings online, developing electronic health care record systems as well as updating legacy systems to be more stable and nimble. These projects will make it easier for individuals to obtain much needed information and services.

RESULTS-ORIENTED AND INCLUSIVE GOVERNMENT

The COVID-19 Pandemic has forced systemic changes to government operations and GovOps was charged with rethinking business practices including the expansion of telework strategies, reconfiguring office space, reducing leased space, and promoting flexible work schedules for employees. GovOps is also leading a government-wide effort to reduce disparities and promote equity and inclusion in the work place.

The Budget includes \$57.4 million ongoing General Fund savings to reflect operational efficiencies within state departments and agencies directed in the 2020 Budget Act through the implementation of new operational policies and practices throughout the state.

EQUITY AND INCLUSION

As part of transforming state operations, it is imperative that state processes and policies be established to serve the people of California in accessible, equitable, and inclusive ways. In September 2019, the Administration convened the California Leads Taskforce under the direction of GovOps Agency that includes the following topics: Sexual Harassment Discrimination Prevention and Response, Diversity and Inclusion, Public Safety Diversity, and Racial and Gender Pay Equity. These task forces have developed actions to create a more inclusive, respectful, and equitable workplace. The Budget includes \$290,000 ongoing General Fund to establish the state's first ever Chief Equity Officer within GovOps, which will build upon and implement the work of the California Leads Taskforce. The Chief Equity Officer will develop a uniform

framework for creating equitable policies, practices, and metrics for hiring and procurement.

Further, the Administration is collaborating with the Department of Developmental Services and Department of Rehabilitation to begin a new State Employment Initiative to employ more persons with disabilities in the state workforce. Currently, five departments are part of the pilot program to bring both awareness of state jobs and full-time employment to the disabled community.

PLAN FOR TELEWORK

At the start of the COVID-19 Pandemic, the state faced challenges with transitioning large segments of its employees to a remote work environment quickly, with as little disruption as possible to the public. Since the initial rollout of the emergency telework guidance in March 2020, GovOps and DGS have:

- Developed a new comprehensive statewide telework policy.
- Launched www.telework.govops.ca.gov as an online resource for agencies and departments to explore telework collaboration and optimization strategies.
- Promoted telework by engaging in pilot programs to expand the use of telework and serve as best practice case studies for other agencies and departments.
- Established a new statewide policy allowing the use and acceptance of e-Signatures on most standard agency and departmental forms.

State departments and agencies will continue implementing telework best practices into their operations, including identifying positions that can telework full-time or part-time in a post-pandemic environment. Agencies and departments are also encouraged to attend the California Department of Human Resources Lean Academy, which is designed to help improve processes and quality from the point of view of the customer and eliminate waste. These permanent operational changes throughout the state are expected to lead to ongoing savings for many state entities.

REDUCE AND RECONFIGURE OFFICE SPACES

As a result of an expected increase in telework over the long-term, DGS is evaluating the state's portfolio of leases to determine which agencies and departments may be able to reduce the use of state space. Departments and agencies are also looking for opportunities to reconfigure their workspaces to include additional meeting rooms and hoteling space that will reduce the state's overall footprint. Reducing space decreases

not only the lease costs but also energy costs. Departments and agencies are continuing to work with DGS on potential restacking opportunities in state-owned buildings and leased properties. Current efforts include:

- The Natural Resources Agency is leveraging ongoing telework to reduce its space needs upon relocation to their new headquarters building in August 2021. The new headquarters building will accommodate more staff with less space.
- DGS is analyzing its own lease space needs, freeing up space to relocate an additional department into its facilities, thereby resulting in rent savings to DGS.
- The Department of FI\$Cal, as part of a telework pilot program, is relinquishing much of its leased office space as they transition most staff to permanent telework resulting in approximately \$1 million in ongoing savings.
- The California Department of Tax and Fee Administration is reviewing with DGS its building project to identify efficiencies due to increased permanent telework amongst its staff.

REDUCE TRAVEL AND FLEET COSTS

With the successful implementation of virtual meeting tools and the planned expanded use of telework into the future, the amount of travel and fleet usage by state departments and agencies will decline. Most state entities have now successfully implemented online tools into their operations that allow them to virtually conduct meetings and collaborate on projects and other critical functions. GovOps in collaboration with DGS is working on the following statewide travel and fleet cost reduction strategies that complement the changing work environment for state departments and agencies while also achieving operational savings:

- Directing departments and agencies to reduce statewide travel costs by utilizing video conferencing for meetings or trainings, where possible, and eliminate unnecessary travel.
- Updating existing policy and developing a new technology solution to default to the lowest logical airfare price when making reservations through the state's travel system. This will reduce ticket costs by up to 60 percent.
- Establishing a statewide policy on installation and utilization of Telematics devices (a mini GPS device that tracks distance, time, location, speed, etc.) for state vehicles, which when fully implemented, will better assist the state in managing its fleet, resulting in reduced fuel and maintenance costs, and minimizing accidents.

- Developing a plan to evaluate state fleet home storage permits.

REDESIGN PROCUREMENT PROCESSES

The state needs to leverage its buying power as a force for economic recovery and equity, while also achieving better outcomes. The state is transforming its procurement processes to improve the experience for both the vendor community and state entities. This means framing procurements as challenges and statements of need instead of being prescriptive about solutions. Streamlining and simplifying the procurement lifecycle will also help level the playing field and open up state contracts to a broader diversity of firms, including small businesses. Procuring from small businesses creates and sustains jobs that strengthen the economy. DGS will implement and educate departments on a Small Business First Policy and increase outreach for California's minority-owned businesses.

Technology procurement redesign starts with a deep analysis of technology spending to identify opportunities for shared services and scale discounts. On the project delivery side, the state will no longer pursue large “rip and replace” capital IT projects. Instead, it is adopting a modular and iterative approach, where functionality is built and released in smaller projects and in close collaboration with the end users.

EMPOWER THE USE OF DATA

In order to effectively and efficiently provide critical services in a user-friendly way, the state is improving the use of its data. To effectively provide services, especially to the most vulnerable residents, the state needs to be able to evaluate what works and what does not through robust use of data and evidence. GovOps recently published a Statewide Data Strategy that will allow the state to develop the infrastructure, processes, and people to manage, access, and use data efficiently, effectively, securely, and responsibly. The Budget includes \$558,000 ongoing General Fund for the state's Chief Data Officer to implement the Statewide Data Strategy.

STATE OPERATIONS STRATEGIC PLANNING

To guide the state into a results-oriented operational environment, GovOps will facilitate the development of a multi-year strategic plan to transform state government. This transformation effort will begin with establishing a set of cross governmental goals that create a more resilient and responsive state government. This will be a first of its kind statewide strategic plan focused solely on state operations. The GovOps Center for Government Excellence and Transformation will assist this effort by weaving together

earlier and new initiatives into a delivery strategy that builds the capacity to transform government for the modern era and measures the outcomes of its efforts.