

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 10/20)

Fiscal Year 2022-23	Business Unit O511	Department Government Operations Agency	Priority No. 1
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Budget Request Name 0511-016-BCP-2022-MR	Program 0250 and 0256	Subprogram N/A
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Budget Request Description

Establish the Office of Data and Innovation

Budget Request Summary

The Government Operations Agency (GovOps) is requesting to merge the Office of Digital Innovation, the Government Excellence and Transformation Center (GET Center), and the CalData Program (CalData) program into the Office of Data and Innovation (ODI). This proposal would establish, via trailer bill language, ODI as a standalone entity reporting to GovOps beginning in 2023-24. Additionally, GovOps is requesting six new positions and a decrease of \$4,821,000 in reimbursement authority and an increase of \$4,821,000 in General Fund for 2022-23 and ongoing to realign ODI's funding model to a more sustainable and equitable structure that will allow ODI to increase engagements with departments and fulfill its mission. Finally, GovOps is also requesting \$20,000,000 in one-time General Fund to replenish the Data and Innovation Services Revolving Fund.

Requires Legislation <input type="checkbox"/> Yes <input type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed Government Code 12815
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Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO Click or tap here to enter text.	Date Click or tap to enter a date.
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For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. Click or tap here to enter text.

Project Approval Document: Click or tap here to enter text.

Approval Date: Click or tap to enter a date.

If proposal affects another department, does other department concur with proposal? Yes No

Attach comments of affected department, signed and dated by the department director or designee.

Prepared By JP Petrucione, Jeff Marino, Joy Bonaguro, Jason Lally, and Jennifer Moran	Date Click or tap to enter a date.	Reviewed By Justyn Howard	Date Click or tap to enter a date.
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Department Director Amy Tong	Date Click or tap to enter a date.	Agency Secretary Amy Tong	Date Click or tap to enter a date.
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Analysis of Problem

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE Dept. of Technology

PPBA

Danielle Brandon

Date submitted to the Legislature

5/14/2022

Analysis of Problem

A. Budget Request Summary

GovOps proposes to merge the Office of Digital Innovation, the Government Excellence and Transformation Center (GET Center), and the CalData Program (CalData) into ODI. The merger of these three GovOps programs will allow each program to leverage each other's expertise and resources to achieve their respective objectives. Additionally, this merger complements and provides synergy with the current Technology Modernization and Stabilization Programs within the California Department of Technology (CDT). This merger creates a clearer and more structured reporting composition focused on modernizing both the customer experience of government services and the internal management and operations of government.

Currently, CalData and GET Center programs are operated within GovOps. GovOps' was not designed to run programs within the agency, rather GovOps' role is to improve management and accountability of government programs, increase programmatic effectiveness, and promote more coordinated operational decisions. The merger of these programs will permit GovOps' resources to focus on their mission while strengthening the mission and objectives of the merged programs.

To help effectuate this merger GovOps is proposing trailer bill language that, among other things, will establish ODI as a standalone entity reporting to GovOps beginning in 2023-24, rename the Digital Innovation Services Revolving Fund to the Data and Innovation Services Revolving Fund, and make other technical changes to reflect the merger of the three programs into one organization. GovOps is also requesting to change the funding model for the newly combined organization by decreasing \$4,821,000 in reimbursement authority and increasing \$4,821,000 in General Funding for 2022-23 and ongoing. The proposal also requests 6.0 new positions, which will be funded within existing resources, to help provide needed support to ODI's operations, increase statewide engagement with departments in the areas of data and advanced analytics, and develop and support a training academy. Finally, the proposal also seeks \$20,000,000 in one-time General Fund to replenish the Data and Innovation Services Revolving Fund as funding commitments and encumbrances from that fund will deplete the available resources.

Approving the merger of these three programs into the Office of Data and Innovation will modernize both the customer experience of government services and the internal management and operations of government and ensure that:

- The management of both internal and public-facing services and programs are grounded in user needs, data and evidence on what works, and continuous improvement.
- The state workforce is equipped with modern data and service design skills.
- Policies, procurement vehicles, and tools are developed and provided to support the work of data and service innovation.

ODI's proposed organization restructure will create a more efficient and organized operating model and accelerate the modernization of state operations.

B. Background/History

The GovOps was established July 1, 2013, pursuant to the Governor's Government Reorganization Plan No. 2, and oversees 13 state departments, boards, and offices. The GovOps is responsible for administering state operations including procurement, information technology (IT) and human services. Three of the entities overseen by the GovOps are control agency departments that have direct impact on state department operations via their authority to set rules that all state departments must follow. These departments include CDT, California Department of Human

Resources (CalHR), and the Department of General Services. Decisions made by these three departments affect how state departments address everything from employment related practices to procurement, business, and IT related practices. Often policies being pursued are cross-cutting in nature and each control agency department has a role in ensuring successful implementation and ongoing compliance.

As a result of the GovOps' unique role in government, the 2021-22 budget outlined key deliverables for the GovOps including the development of a state plan for transforming government operations. The specific directive of the Administration is: "To guide the state into a results-oriented operational environment, the 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 GET Center 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."

To meet this mandate the GovOps used existing staff to establish the GET Center. The GET Center is designed to catalyze the transformation process by developing pilot projects within state departments to innovative practices that improve operational performance and equity that can scale up across government. Additionally, the GET Center will also establish a repository of best practices and case studies of successful operational innovations that measurably improve the state's operational effectiveness and benefit all departments. This type of change takes a concerted effort with executive sponsorship and leadership to support the transformative changes that will streamline and improve operations.

Failing to adopt modern operational techniques, after having been appropriately piloted and tested, would put California further behind other states and ultimately increase costs, as the state will have to continue to rely on an outdated and costly operational structure that will take up large shares of department budgets. Transforming operations will free up scarce resources for critical programs that directly help Californians by generating future cost avoidance by departments. The GET Center will ultimately serve all agencies and departments to develop pilot projects that test and refine innovations that can be applied more broadly to all departments. As part of the Governor's proposed 2022-23 Budget \$665,00 and 4.0 positions were provided to the GovOps to help with this effort.

CalData is also housed within the GovOps. As part of transition planning in 2018, Governor Newsom identified a statewide data strategy as a necessary component of modernizing state government to accelerate and expand data-driven government. In response to the mandate to use data as part of the decision-making process, the GovOps requested and was approved to hire a statewide Chief Data Officer (CDO) to support this effort, joining more than 20 other states in creating this role.

The CDO's first responsibility was to assess the data landscape within the State of California and develop a data strategy to improve data practices and increase better use of data. The CDO's comprehensive listening tour and environmental scan was used to inform the development of the Statewide Data Strategy (SDS), which was formally approved by the Governor's Office (GO) in 2020. As part of the GO approval of the SDS in 2020, the GovOps submitted an additional request for resources through the budget process to support its implementation. That request included the addition of 3.0 positions and \$558,000 to implement the SDS. That same year, the GovOps was also provided 1.0 position to assist with support activities for the CalData team as part of a separate workload budget change proposal.

Implementing the SDS is a multi-year process to empower and improve state department's access to data, standardize data management and governance practices, and increase department's abilities to use data analytics, all of which will lead to better decision-making and resource

allocations by service providers and policy-makers in the future. CalData will complement the ODI's innovative services by providing Advanced Analytics (AA) and expertise in data management, data literacy, and data services. This program will accelerate the ethical adoption of AA and evaluations to help agencies work smarter and avoid costs to improve services and operations.

ODI was established on July 1, 2019, as an office within GovOps. The mission of ODI is to deliver better government services to the people of California through innovative technology and design. ODI partners with the GO, agencies, departments, external entities and non-profits to rethink, rebuild, and create programs, services, processes, and policies that improve services and engage Californians.

ODI's staff leverage multi-disciplinary skills in engineering, data, user research, analytics, design, content, and policy to learn directly from the experiences of Californians and to support and build solutions that meet the needs of the public. The ODI team delivers problem-and-needs analysis, concepts, prototypes, Minimum Viable Products (MVPs), go-live products, improvements and revisions and other services with a focus on statewide innovation. These can take many forms including, online services, Application Programming Interfaces (APIs), websites, data/analysis reports and dashboard, data systems, policy and program recommendations and process improvements. As part of its work to create systems-level change, the ODI also creates reusable code, templates and guidance and offers training to state staff statewide, including executives.

C. State Level Consideration

The State of California has tasked departments with solving very complex challenges. Just a few of these include educating our children, balancing public safety with social justice, and providing services to our most vulnerable, such as those experiencing homelessness. When addressing these challenges, state departments cannot afford to guess how well our services to the public are working. The lives of Californians depend on us knowing what works and what doesn't. That is where data and the usage of the data come into consideration. California needs a robust data policy, management and analytics functions that fosters evidence-based approaches and ensures that our programs and services are working in the way that we expect them to work. Better use of data and evidence by state employees and leadership can improve our decisions, services, and ultimately the outcomes and lives of our residents. Since many of our challenges occur across entities, it is important to have a data program that can facilitate shared approaches to shared problems otherwise departments struggle to collaborate across their boundaries.

In addition to the importance of improving data and its usage in the state's decision-making process, California also needs to improve its operations in order to provide better services to the citizens of the State. However, innovative changes to operations takes a concerted effort with executive sponsorship at the top to support the transformative changes that will lead to streamlined and improved operations. A better operational model for all state departments will ultimately trickle down to the end users whether it be the citizens of California or other state departments. Failing to adopt the latest and greatest operational techniques, after having been appropriately piloted and tested, will put California further behind other states and will ultimately drive up costs, as the state will have to continue to rely on an outdated and costly operational structure that will continue to take up larger shares of departmental budgets. Transforming operations through innovative services that take into consideration end users experience will free up scarce resources for critical programs that directly help Californians by generating future cost avoidance by departments.

As the largest economy in the U.S., California should be the leader in the open data frontier, leveraging data transparency to drive innovation at local and statewide levels. By setting data policy standards as a state, we can create best practices that can be shared and used at the local, state, and federal levels. The impact on state departments will be better operational models used to make more informed decisions that should help decrease state spending. Ultimately, approving this

proposal will help bring California in line with federal efforts, including the Foundations for Evidence-Based Policymaking Act of 2018 and President Biden's January 27, 2021 "Memorandum on Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking." The Evidence-Based Policymaking Act of 2018 requires agencies to create plans on how they collect, acquire and use data and the methods and analytical approaches used to collect data. This puts the state in compliance with this federal policy as well as President Biden's Memo on Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking which states that when technological information is considered in policy decisions, they should be subjected to well established scientific processes. ODI will create processes and playbooks to help other state agencies make well informed policy decisions.

D. Justification

The COVID-19 pandemic identified the need to adopt a broader framework for government innovation that focuses on user research, service innovation, and data. Project work over the last two years in response to the pandemic by the Office of Digital Innovation and CalData have demonstrated the need for a holistic approach to innovation that starts with a clear understanding of the problem at hand. While the Office of Digital Innovation's original focus was digital innovation, in practice the Office of Digital Innovation found that it can accelerate innovation through improved user research, service design, and data analytics accompanied by tailored guidebooks and training, business process changes, policy or requirement changes or in some cases, a digital solution.

In addition, we learned that our ability to deliver better public facing services requires that we also improve our own internal services and operations. The Center for Government Excellence and Transformation (GET) proposal, included in the January 10 budget, was designed to accelerate improvement of state government operations to make them more effective and accessible. GET would select, develop, and pilot projects that focused on making government operations more effective and equitable. Given both GET's focus and the broadening of the Office of Digital Innovation's scope, the Office of Digital Innovation became a natural home for GET to ensure that it was adequately staffed and resourced, while also removing the management of programs from within the agency.

Building off the past two years of experience, GovOps is now proposing an organizational shift to deemphasize digital and expand current innovation efforts to also include CalData and the GET Center programs. Combining these three programs into the newly named Office of Data and Innovation (ODI), which better describes the services currently being provided, is the next logical step to move innovation and data services within the state forward in a productive and accelerated manner.

Creating centers of excellence in user research, service innovation, and data and analytics within one entity can help to modernize these practices across the state. ODI will operate specific programmatic areas in user research, service innovation, and data that will serve as centers of excellence that will provide subject matter expertise for statewide policy and standards, department consulting, identifying and spreading leading department practices, training and guidance via Cal Academy, and for client projects:

- User research will help ensure that we are solving the right problem by grounding our solutions in user needs to create a more resident-centered government. This team applies research and insights to develop a holistic understanding of the user experience and user needs, systems and process mapping, and organizational and policy context. This team will define the problem and identify blockers to and opportunities for solutions to ensure that our work is targeted in the most effective manner.

- Service innovation will help improve services by testing different models to modernize service delivery. This team takes an experimental and iterative approach to develop and test potential solutions that meet user needs as defined in the research phase. Depending on the results, this work may lead to a procurement, a BCP, handoff to CDT for statewide implementation, or could be maintained and continuously improved by the client department with the proper training and capacity building.
- Data management and advanced analytics will ensure that we manage data as an asset and improve use of data in decision making for policy making, funding, grant-making, regulation, service delivery, and operations. This team builds and extends statewide capacity through shared data programs, policies, and standards with the goal of harmonizing data approaches across the state and works to accelerate the ethical adoption of advanced analytics (AA) and evaluation to help agencies identify ways to work smarter and save money to improve services and operations.

ODI will weave these centers of excellence into a robust curriculum via Cal Academy to train and update our workforce's skills in modern practices in innovation and data. The academy will ensure that state entities establish operational patterns consistent with innovative practices and the data analytics to most effectively achieve program goals.

Combining data and innovation allows for deep expertise while reducing collaboration barriers and saving money. While the specific programmatic areas will serve as centers of excellence, our intake process for client projects will be multidisciplinary in nature to ensure that the right mix of skills is being brought to the problem at hand. This integrated intake process helps ensure that we overcome the perennial problem in government of collaborating both across organizational lines and areas of expertise.

The combined organization also allows us to realize savings and efficiencies by combining administrative and operational overhead. Including GET as part of ODI will also ensure implementation of GET pilots by tying it to dedicated resources from intake, to research, to project or service change.

The expertise being put into the newly formed ODI also complements Department of Technology's (CDT) area of expertise. This scoping of ODI further distinguishes ODI's services from CDT's, which will help moderate any outstanding confusion from state departments that are seeking ODI's services. As always and by statute, CDT's focus will continue to be enterprise IT and security to:

- Oversee enterprise IT projects
- Align and improve enterprise State IT
- Provide shared infrastructure and contract vehicles (e.g. cloud services, data center, telephony, network)
- Provide shared digital services via the Office of Enterprise Technology (OET), e.g., digital ID and the statewide web system
- Oversee security of state IT systems

ODI will complement CDT by focusing on service innovation and data:

- CallInnovate focus is to:
 - Research user needs for statewide program/policy areas
 - Develop modern service standards, whether online or in-person
 - Build and foster statewide culture of service innovation based on user needs

- CalData focus is to:
 - Streamline internal and external data access
 - Improve management of data as an asset
 - Accelerate good use of data and evaluation in policy making, funding, grant-making, regulation, service delivery, and operations

ODI's business processes will ensure collaboration and handoffs to CDT where appropriate. To ensure alignment between ODI and CDT, our business processes will include collaboration and clear handoffs to CDT in the following areas:

- Client project intakes to ensure referrals or handoffs to the Technology Modernization Fund and/or BCPs
- Statewide policy or standards that complement technology and security standards
- Building ODI pilots, tools, and resources on underlying IT infrastructure that is managed by CDT, including any shared digital services managed by CDT's Office of Enterprise Technology (e.g. digital ID, web content management system, data infrastructure)

The differences between the Stabilization Fund, the Technology Modernization Fund, and the Data and Innovation Services Revolving Fund will reinforce the distinction between ODI and CDT. Each fund has its respective focus and potential universe of customers and clients:

Fund	Focus	Eligible systems or customers
Stabilization Fund	Ensure mission-critical systems are ready for emergencies that would impose peak use on the system. Identifies which systems are both most critical AND at the highest risk of an outage to determine eligibility for assessment and investment.	86 mission-critical IT systems in the state
Technology Modernization Fund (TMF)	Experiment with rapid low \$ IT funding to test faster and low-cost ways to modernize our major legacy IT systems. Identifies IT systems that would benefit from faster IT funds to fully develop, prototype, or iterate to inform a larger investment or derisk a major IT investment.	Referrals from the stabilization fund and Infrastructure BCPs; existing IT funding requests; Early stage major IT modernization projects
Data and Innovation Services Revolving Fund (DISRF)	Ensure that the business problem is grounded in user research and needs, data and evidence on what works, and continuous improvement. Identifies projects that need business process changes, service innovation, rapid prototypes and testing to learn, advanced analytics and data science, or a recommendation and referral to the Technology Modernization Fund or a budget change proposal.	All state entities and not limited to systems, instead focused on business problem or issue that may or may not involve or lead to an IT project

ODI's reorganized 65-person office will operate under the staffing model described below (See Appendix A for the ODI Organizational Chart and Appendix B for the ODI Strategic Overview):

EXECUTIVE OFFICE

Executive Office (4.0 Positions) - This office consists of the ODI Director, the Chief Deputy Director who oversees Operations, Legislative and External Affairs, Strategy, Partnerships and Training, and CallInnovate, and the Chief Data Officer who oversees CalData. The Attorney reports to the ODI Director and is part of the Executive Office.

OPERATIONS

Operations (15.0 Positions) - This 15-person operating division is structured to support all of ODI. The areas overseen by this division include, Talent, Information Technology, Administration, and Administrative Support. The Deputy Director of Operations is a member of the executive team and reports to the Chief Deputy Director. The operational functions are listed below:

1. **Talent** consists of hiring and people operations. This includes recruitment, candidate engagement, onboarding, offboarding, employee retention, employee engagement, employee issues, ODI training, etc.
2. **Information Technology (IT)** consists of all IT operations. This includes negotiating IT contract pricing for Cloud Services, Approval and Security Review of all IT Purchases. Managing Security standards for Two-Factor Authentication, Security Audits, Security Architecture Review, Incident Management. Managing Help Desk - IT Service Catalog for Onboarding, Offboarding, and Tool Access Requests. Managing Firewall, Network Address Translation settings, Wifi and Network hardware in the ODI's physical building at 401 I St., Hardware management, Remote Endpoint protection for laptops and cell phones, Additional DevOps Engineering support for Amazon Web Services, Azure Cloud, Google Cloud, Google Workspace, Identity and Access Management, Change Control, Security Awareness and Notifications and implementation and technical training for cloud services.
3. **Administration** manages the ODI's internal budget, policy development and implementation, facilities management, finance, accounting, contracting, and procurement.
4. **Administrative Support** - Supports the Executive Team, Managers and Supervisors. This team is responsible for managing executive calendars, planning meetings, internal communications, and working on special projects where needed.

LEGISLATIVE & EXTERNAL AFFAIRS

Legislative & External Affairs (1.0 Position) – The manager of Legislative and External Affairs is a member of the ODI executive team and reports to the Chief Deputy Director. The manager works closely with the ODI executive team and the GovOps Deputy Secretary for Legislation and other agency Deputy Secretaries. The manager will interact with the legislature, other government agencies and the public.

1. **Legislative and External Affairs** is responsible for the ODI's legislative program. This includes advising the Director, Chief Deputy Director and Directorate on legislation which may impact the department and related policy implications, making legislative recommendations to the Director, and serving as a liaison between the GO, Legislature, agency, and other stakeholders.

The manager also serves as the External Affairs Liaison and is responsible for all external partnerships and efforts, which include working with other agencies, departments, local government, vendors, nonprofits and external partners to identify where the ODI can offer the

most impact with services. The manager works closely with the ODI executive team to effectively create and manage partnership programs to pair and extend state capacity with pro-bono partners and startups including models such as the Civic Bridge and the Startup in Residence program. The manager will lead the Innovation roundtable which brings together external partners to provide innovative ideas to government and will identify innovative external partners to participate in the roundtable.

STRATEGY, PARTNERSHIPS & TRAINING

Strategy, Partnerships & Training (7.0 Positions) – This operating division consists of 7.0 staff, with 2.0 of those positions being requested as new positions to develop and implement a comprehensive statewide academy training program. The 2.0 new FTE positions include a CalAcademy Training Program Manager (CEA B), and CalAcademy Lead (Staff Services Manager (SSM I), Specialist (see Appendix C for New Position Workload Tables). Descriptions of work to be performed for these positions is included in the CalAcademy Training program section below.

This Division comprises four key functions, Government Relations, Policy, Communications, and the CalAcademy Training Program. The division supports the ODI's strategic direction and ensures they are aligned with statewide goals, develops and encourages opportunities for key partnerships, shares the ODI's work publicly to advance a new standard for government transparency and will develop the CalAcademy Training program. The division develops, and implements projects, training, policies, standards, and procedures.

The GET Center workload has been incorporated into this division and complements the development of innovative practices that improve operational performance and equity that can scale across government. This division will establish a repository of best practices and case studies of successful operational innovations that support transformative change to benefit all departments. The Deputy Director reports to the Chief Deputy Director and the four functions include:

1. **Government Relations** consists of designing and managing intake processes to assess and scope project requests and solicit and scope client requests, including Transforming State Operations (TSO) related needs and the DISRF. The manager collaborates with agencies and departments to develop and manage flexible and innovative procurement models and tools, as the Request for Innovative Ideas and explores models such as challenge.gov.
2. **Policy** consists of developing statewide policy and guidance for service delivery and data with input from the team Subject Matter Experts (SMEs), SMEs across the state, and control agencies. Participates in control agency related policy efforts to ensure service and data standards are appropriately aligned, particularly for scaling innovative approaches. In addition to policy, will develop and curate a repository of best practices and playbooks to support practical implementation of policies to drive adoption and serve as a convening place for innovation learning in service delivery and data.
3. **Communications** consists of managing the ODI's media relations including social media and creating content for the ODI. The Communications section helps conceptualize and develop story ideas, create awareness and understanding of the ODI's work and mission within government, private sector and the public. Communications encourages opportunities for partnerships, shares the ODI's work publicly and advances a new standard for government transparency.
4. **CalAcademy Training Program** is a new program that requires 2.0 new FTE positions to develop and implement a comprehensive statewide academy training program. The 2.0 new FTE

positions include: a CalAcademy Training Program Manager (SSM III) and a CalAcademy Lead (SSM I, Specialist)

The CalAcademy Training Program will develop a modern curriculum in research, user design, and data practices designed to modernize internal capacity within state departments. The program develops design, research, content, and data-focused curriculum for various levels of related job types that include adult learning strategies and best practices to address diverse abilities and backgrounds to ensure our workforce has access to modern skill sets needed to improve services and internal operations. It will ensure that state entities establish operational patterns consistent with modern and innovative research, design, and engineering practices and the data analytics to effectively achieve program goals. The program manager will collaborate with the CDT, Office of Professional Development (OPD) and CalHR, Training Office to ensure training courses complement or enhance existing OPD and CalHR offerings. The program includes:

- Serves as SME for all data curriculum for CalAcademy and drives course creation via internal development or contracted services and will modify existing data curriculums from the Federal Curated Data Skills Catalog, Canada and Australia's data literacy program, the Water Board's College of Water Informatics, the Department of Social Services DataU, and San Francisco's Data Academy.
- Develops course syllabi that defines course requirements, rationale, goals, and objectives including course learning outcomes.
- Implements evaluation and performance program to measure overall program performance, including development of data collection methods and tools.
- Evaluates and assesses individual courses by designing course assessment tools consistent with course learning outcomes and identifies opportunities for quality improvements.
- Provides pedagogical and instructional support, including coaching and mentoring, to trainers to improve on existing data literacy programs for educators and learners in classrooms around the world.
- Develops curriculum and delivers training on modern UX design, user research, and content design best practices for state practitioners.
- Contributes to the development of data analytics course outlines.
- Reviews and revises existing data analytics course outlines to align with curriculum standards.
- Works closely with the ODI team content and assessment specialists to create high quality, meaningful, hands-on data-driven tasks, activities, lessons, and projects.
- Develops improvements on the current online and in-person professional development and train-the-trainer programs.

CALINNOVATE

Callnnovate (23 Positions) – This division consists of user research and innovation services that are cross-cutting in nature and provide departments with innovative approaches and solutions. Statewide policies and practices will be pursued to support spreading and scaling of practices that prove successful.

1. **User Research** consists of 8.0 staff, which includes the request for 1.0 Associate Governmental Program Analyst (AGPA), a new FTE position to provide logistics support for multiple concurrent research projects. Logistics support includes discovery workshop scheduling and planning, as well as academic literature reviews and deep dive explorations into existing information and resources.

The Deputy Director, User Research, is a member of the ODI executive team and reports to the Chief Deputy Director. The Deputy Director works closely with the ODI executive team,

departments, agencies, and external entities. This division is responsible for research and insights to develop a holistic understanding of the user experience and user need, systems and process mapping, and organizational and policy context. This division defines problems and identifies blockers and opportunities for innovative solutions. The user research section includes the following:

- **Research and Discovery Management** consists of developing and managing the Discovery and Research phase of multiple concurrent research projects including discovery workshops, desk research, and quantitative and qualitative research. Logistics support for this effort includes workshop planning, scheduling and execution, contextual research to establish shared baseline understanding of the current landscape, as well as academic literature reviews and deep dive explorations into existing information and resources.
- **Discovery** involves investigating the problem space in order to gain a deep understanding of the existing landscape, including stakeholders, users, systems and processes. Researchers will explore and map the user, stakeholder and service ecosystems, conduct reviews of academic and other literature sources, develop libraries of existing documentation, among other strategies.
- **Research** involves engaging directly with users and stakeholders to develop an understanding of the needs a user has in relation to a service, to help Californians get the right outcome to achieve the state's policy intent. This will involve the collection and analysis of structured and unstructured data. The Researchers design, field and analyze surveys. They engage directly with users through interviews, intercepts, and other qualitative methods. Researchers will develop and apply rigorous methodologies for qualitative and quantitative research as well as ecosystem and stakeholder mapping.
- **First-party data analysis** involves analysis of website clickstream data and other first-party data sources like call center or chat bots to understand and improve the user experience with digital services, as well as larger considerations of access and uptake. This includes analyzing user behavior across websites, understanding how a user landed on a website and who users are and are not, and other metrics that can be used to inform service delivery both online and off. Analysts will join these data with other relevant data sets like census, Healthy Places Index or programmatic data to develop an understanding of user behavior and needs in relationship to service design and delivery.

2. **Service Innovation** consists of 15.0 staff. The Deputy Director, Service Innovation, is a member of the ODI executive team and reports to the Chief Deputy Director. The Deputy Director works closely with the ODI executive team, departments, agencies, and external entities and is responsible for experimenting and iterating on proposed solutions and recommendations that are identified in the project's research and discovery phase. Focused experiments are conducted to probe tactics most likely to meet the project goal, ending with a proposed solution for the MVP and handoff to the department.

Service Innovation provides a cross-functional team of engineers, user experience designers, and user researchers that collaboratively work with stakeholders to set product or service requirements, develop prototypes, test, and measure results, and build MVPs. Depending on the results, a technology solution may lead to a procurement via DISRF, a traditional Budget Change Proposal (BCP) or referred to CDT as a good candidate for funding through the Technology Modernization Fund (TMF). This method can reduce risk by proving a concept and approach before making a larger technology investment. The Service Innovation section includes the following:

- **User Research and Design** consists of planning, designing, and conducting user-focused research activities to test and inform solutions and prototypes. Researchers examine

human experiences and behavior in relation to these solutions and prototypes, applying research learnings to iterate and improve on them.

- **Engineering** consists of designing and building digital prototypes using a combination of engineering and user experience design to iteratively test a potential solution and develop prototypes designed to meet the client goals. This could be an API, website, web portal, application, program, service etc. Depending on the results, a technology solution may lead to a *procurement*, a BCP or handoff to the CDT Office of Enterprise Technology (OET) for statewide implementation or could be maintained and continuously improved by the client department with the proper training and capacity building.
- **Product Management** consists of identifying department needs and the larger business objectives that a product or feature will fulfill. The product manager will work closely with departments to ensure effective product management information is communicated to departments and how product success will be delivered.

CALDATA

CalData (15 Positions) – This division reports to the Statewide Chief Data Officer (CDO) who is a member of the Executive Office and reports to the Director. The Statewide CDO manages CalData and works closely with the other members of the ODI executive team, departments, agencies, external entities, international jurisdictions on data strategy, and liaisons with local jurisdictions to inform state approaches and identify opportunities to streamline data efforts across those jurisdictions. The State CDO participates in and influences federal data policy to ensure alignment with the statewide strategy and to address structural barriers that are best solved at the federal level. Lastly, the Statewide CDO develops and steers California's data strategy to empower the use of data to ensure the state has the infrastructure, processes, and people to manage, access, and use data ethically, effectively, securely, and responsibly in a manner that respects privacy.

The [state data strategy](#) is structured around the analogy that in order to successfully navigate the “data landscape” we will need to intentionally build the data roads, craft the rules of the road, and boost the drivers. Much like in the real world, we want to avoid data roads that lead to nowhere, are poorly maintained, or confuse drivers. Our virtual data world requires the planning and care that is put into the roads and bridges of the real world.

CalData's structure mirrors this strategy and consists of 15.0 staff, with 3.0 of those positions being shifted and reclassified from previously vacant positions and 4.0 positions being requested as new. The following are the proposed divisions:

- Advanced Analytics and Evaluation - a program focused on boosting use of advanced analytics to improve services and operations;
 - Data Programs and Policy - a program focused on harmonizing data approaches across the state and developing supporting policies and guidance; and
 - Data Services and Engineering - a program focused on ensuring our data roads make data easy to find and use.
1. **Advanced Analytics and Evaluations** consists of 5.0 staff with 4.0 of those positions being requested as new (see Appendix C for New Position Workload Tables). The new positions will provide analytics as a service to accelerate the ethical adoption of advanced analytics and evaluation to help agencies identify ways to work smarter and save costs to improve services and operations.

A 2020 internal state survey of deputies found that 68 percent of respondents saw little to no adoption of AA in their department, while another 24 percent were unsure. Only 8 percent

saw moderate use of AA. CalData envisions this as a catalyzing service that will help larger departments jumpstart AA as well as provide support to smaller departments.

To develop a pipeline of advanced analytics projects, the division will iterate on a model initially developed in New Orleans, refined in San Francisco under the current State CDO, and validated with multiple external groups, including private sector colleagues. This proven approach delivers dependable actual changes in department processes. This contrasts with the “model on the shelf” phenomenon that many experiences when introducing AA where statistical and Artificial Intelligence (AI) models provide an insight that is never acted upon. Our approach not only results in actionable change, it builds capacity in the department by increasing its ability to identify AA opportunities and chart a course to shift its organizational capacity for AA.

The 4.0 FTE new positions are identified below:

- 1 Deputy Director to manage the program.
 - 2 Data Scientists to develop statistical and machine learning models.
 - 1 Data Analyst for advanced analytics work, capacity building, program evaluation, and business analysis; The data analyst will have knowledge and experience in behavioral science and economics.
2. **Data Programs and Policy** consists of 5.0 staff. This team builds and extends statewide capacity through shared programs, policies, and standards with the goal of harmonizing and modernizing data and analytics approaches across the state and reducing reliance on costly contractors. The Deputy Director, Data Programs and Policy, is a member of the ODI executive team and manages the team.

Harmonizing state data approaches will occur through a variety of department facing programs such as: the data acquisition program to identify common data needs and facilitate procurement and use and data tools programs to facilitate easy access to commodity analytics tools/infrastructure. Data and analytics accelerators (training and support) will be provided in collaboration with CalAcademy to ensure departments anywhere on the analytics maturity curve can take advantage of these programs.

These programs will be driven by and supported by policies, standards, and guidance developed or shaped by the team. Policies include (but not limited to) the recently created interagency data exchange agreement (IDEA), existing data classification policy, updates to data job classifications, and upcoming AI Ethics Framework and Ethical Data Management guide. Data standards include those needed for race/ethnicity and other demographics. Supporting resource will be provided to facilitate department adoption such as AI Risk Management toolkit, the IDEA resource library, and data team playbooks.

All these programs, policies, standards and supporting resources are designed to help the State's existing staff perform their roles effectively by removing common barriers to the adoption of best practices. This is an existing function that will be strengthened with additional hires to round out the suite of services.

3. **Data Services and Engineering** consists of 5.0 staff positions, of which 3.0 positions are being shifted and reclassified from existing vacant positions. The new reclassified positions will assist in developing and implementing ODI's statewide data service and engineering program. The 3.0 new positions are identified below and include 1 Data Architect Lead; 1 Data Services Engineer Lead, and 1 Analytics Engineer Lead.

This team will provide client consulting and support the creation of the underlying data infrastructure and services needed to support open data, advanced analytics, and data platforms across the state as well as for the internal ODI team and services. This team will work closely with the CDT with the goal of having the CDT manage these platforms and move toward a shared services model analogous to the tools and vehicles offered via VHSS, the shared Snowflake warehouse, and the open data platform. In addition to working with the CDT as a platform manager, this team will extend capacity via contracted services. The Data Services and Engineering positions are included below:

1 Deputy Chief Data Officer:

- Lead the more technical aspects of CalData and strongly advise and shape all other service areas.

1 Data Architect Lead:

- Lead expert on designing a holistic approach to data warehousing for client projects and statewide services including modern data workflows to support open data publishing.
- Lead consultant and advisor on data warehouse statewide projects, including Cradle-To-Career, Homelessness Data Information System (HDIS), Research Data Hub, and internal data exchange platforms.
- Partners with CDT to develop patterns and services for publishing open data from cloud warehouses.
- Co-develops strategy with ODI and CDT to increase uptake in patterns and services to support open data publishing.
- Architects' data warehouse services and patterns for ODI data service needs, including for analytics, open data, and dashboard prototypes.
- Advises on client projects to ensure data warehouse designs and requirements are consistent with a modern, cloud-based data stack.
- Identifies opportunities to leverage client project work to scope open data as a workflow from warehoused data and advises on patterns and approaches to do so.
- Develops technical implementation patterns and guidance for data partitioning, data normalization/denormalization, data aggregations and for the extract, load and transform (ELT)/extract transform and load processes.
- Shares patterns and best practices across the state through a variety of forums including communities of practice (e.g. Enterprise Architecture forums).

1 Data Services Engineer Lead:

- Lead expert on data pipeline engineering and ensures that data is moving freely and performantly so that data is available as a service to be consumed by a warehouse, a digital service, a dashboard etc.
- Serves as lead consultant and advisor on data engineering tools and practices across the state.
- Selects and implements data engineering platforms to support the ODI initiatives according to collaboratively developed criteria and business needs.
- Manages creation of production-grade ELT pipelines to bring data into the secure ODI environment.
- Leads and evolves the Callnnovate and CalData strategy on the data team's code base including instrumenting robust monitoring, altering and recovery.
- Collaborates with Data Architect lead, guides and implements architectural improvements to the data infrastructure.
- Shares patterns and best practices across the State through a variety of forums including communities of practice.

1 Analytics Engineer Lead:

- Expert data shaper who ensures client projects data is shaped and ready for analytics.
- Creates new analytics pipelines per requirements of AA and other CalData analytics work.
- Identifies and develops best practices and patterns for CalData analytics engineering.
- Consultants with and train departments adopting analytics engineering practices.
- Assists in developing training and support materials for state data analysts interested in transitioning to analytics engineering roles.
- Collaborates with Data Services Engineer and Data Architect Lead to develop automation patterns that enable legacy data systems to leverage cloud-scale analytics platforms safely and securely.
- Works closely with project team(s) to validate and refine end user input and feedback on their needs for analytical data products.
- Assists in drafting and reviewing data models with the project team and collecting and incorporating stakeholder feedback.
- Reviews proposed data models with future needs in mind, evaluating for flexibility.
- Provides working proofs of concept as needed to help in the evaluation of data models.

1 Data Strategist:

- Drives the use of data analytics, metrics and statistics in the ODI's work.
- Analyzes the performance of digital products (e.g., websites, online portals and forms), identifies the root causes of problems using technical research methods, and recommends and implements corrective actions to resolve issues.
- Maintains a high level of technical knowledge and expertise, which enables the team to build high quality technical products and implement more effective policies and programs by bringing evidence and insights into decision making.
- Serves as a high-level technical advisor in various short- and long-term ODI projects that span various state departments and agencies.
- Assists in building the capacity and technical expertise of partners in other agencies, departments and programs to gather, use and apply data and insights in a sustainable manner to deliver better government services that help all Californians.

FUNDING REALIGNMENT

In order to make the merged organization successful we need to revisit the previously established funding model. Specifically, the Office of Digital Innovation's current funding structure does not allow it to fulfill the mission it was established to do, and keeping that same funding model for the newly reorganized ODI would also prevent it from fulfilling its objectives while drastically slowing down the advancement of innovation and data efforts throughout the state. Currently, ODI is funded with approximately \$10M in General fund and \$4.8M in reimbursements. The \$4.8M in reimbursements are supposed to come into ODI through interagency agreements that get established between ODI and departments that engage ODI for their services.

Unfortunately, relying on resources from departments who need ODI's assistance to improve the services to their end users, whether that be Californians or other state entities, creates a disincentive for departments to engage with ODI. Most departments don't have flexible funding reserves in which to engage with ODI, and most state departments would likely need to request a budget adjustment in order to fund the ODI's activities. As a result, many will elect to forgo working with ODI on innovative or data projects that would cost a substantial amount of funding. This also establishes an inappropriate equity issue between small and medium sized departments with no flexibility and a small handful of larger departments who might have some flexibility.

While the one-time \$10M in funding provided to the Innovation Fund is available to help with projects the ODI undertakes with departments that funding was never intended to be used for normal operating expenses of the ODI. Using that funding for normal operating expenses would cause the fund to be depleted within approximately two years and would leave no funding for pilot projects or to procure/develop innovative and data related solutions. In fact, absent a change in the funding structure the ODI will have to minimize project related expenditures out of the fund in order to support their annual operating expenses.

Additionally, the need to fix the funding structure is evident by the mere fact that ODI's current Salary, Wages and Benefits by themselves exceeds ODI's existing General Fund appropriation. This imbalance exists prior to accounting for reasonable OE&E costs that every department needs to function properly. And while ODI is currently reducing its overall OE&E expenses in order to internally fund the 6.0 new positions being requested, this reduction in OE&E expenditures needs to be reinvested back into the staffing structure of the three merged programs in order for ODI to be able to deliver on its mission and objectives.

Finally, due to the current structural imbalance, ODI is unable to fill all its existing positions as it risks running out of funding absent finding a department willing to pay for their services. Therefore, some level of positions needs to be held vacant under the current funding model to ensure ODI can cover its budget. And even if ODI engages with a department willing to enter into an IAA, ODI would be behind in the hiring process having to previously hold the position vacant. These types of delays are unacceptable and are not good for state departments who need ODI's assistance. For all the reasons stated above, it is imperative that ODI's funding structure be changed by swapping current reimbursement authority with General Fund authority, which will allow ODI to fill all its positions without having to rely on the receipt of reimbursements.

CALDATA INVESTMENTS, MERGER, and TRAILER BILL LANGUAGE

Why is data and evidence-based decision making so crucial to a successful ODI? The lives of Californians depend on us knowing what works and what doesn't.

Proper management, use, and analysis of data allows an organization to:

- Measure programs and policies for continuous improvement.
- Meet accountability and reporting requirements, while also modernizing them.
- Define and focus efforts and monitor progress.
- Develop broad organizational data literacy and shared learning.

The COVID-19 pandemic is a prime example of why data is crucial to an organization's decision-making. These efforts were more difficult and costly than they could have been for a variety of reasons (and in contrast to jurisdictions with more mature and well-established data programs), including:

- **Lack of shared data tools, services, and skills** that make the use and analysis of data easier and repeatable. This led to bespoke, crisis-driven development of solutions that are brittle and difficult to sustain and often rely on costly contractors.
- **Lack of standard data element definitions**, particularly around race and ethnicity, made bringing together data from multiple organizations fraught. This led to the inability to know how well CalData was doing with some of the efforts to address the disparate impacts of the pandemic on different populations.

- **Lack of comprehensive inventories of data** to aid the discovery of data available across the State. This led to wasted effort finding data that could meet analysis needs or procuring data that we already had.

Pandemic-related data was collected and analyzed throughout the state's response efforts and was the foundation for much of the decision-making that helped to protect Californians. The Governor consistently touted that as a state we were following the science AND the data. However, these efforts created churn and burnout because we lacked data services ready to respond to the need; this is not a sustainable approach. If we want to align the complex state bureaucracy toward ongoing data-driven decision-making, we must institutionalize ongoing strategic use of data across silos to fix systemic issues related to the use of data and evidence.

The CalData's efforts to date to coordinate across silos has been welcomed and embraced by departments. This includes support for the Homelessness Data Integration System with the Business, Consumer Services and Housing Agency, which established the Cradle-to-Career Office, and serves on the Water Data Consortium's steering committee. The existing team can barely begin to satisfy the demand for cross agency coordination and guidance from data management and acquisition, to tools and approaches for reporting, to shared standards and approaches for collecting data such as race and ethnicity or remote sensing data, to better and more frequent data related training and capacity building, to ethical approaches to data use.

California has taken measured steps in the past two years to improve its overall data posture. Those steps included:

- Hiring the statewide CDO.
- Approving a comprehensive statewide data strategy that lays the future groundwork for the data rules of the road.
- Championing the publication of open data sets.
- Instituting data sharing agreements between state departments.

These are all tremendous first steps for a state that has historically been behind in the field of data and data analytics. Unfortunately, California's notoriously fragmented and siloed past approach to data continues to make analysis of critical programs across state departments, especially cross-agency programs, extremely difficult. The drought highlighted this yet again, as the GovOps and the State CDO have once again been called upon to assist in the analysis of data on statewide water usage relying on multiple State entities.

Simply stated, California can no longer respond to department data needs in a piecemeal fashion and must build upon our earlier measured steps. The state must elevate the importance of data and give it the proper focus and attention it deserves, while capitalizing on the administrative savings by partnering with the existing ODI function and most importantly accelerating transformation by partnering on user research and service design to ensure that the right mix of approaches is brought to bear on the various challenges the state faces.

This proposal in addition renaming and creating ODI as a standalone entity reporting to GovOps beginning in 2023-24, clarifies data authority under the existing ODI statute. This clarification provides statewide data authority to the CDO via trailer bill language in order to realize the proper implementation of data policies state departments should follow. This proposal includes proposed trailer bill language that will:

- Establish the CDO in statute within ODI.
- Defines the authority of the CDO.
- Adds Data to the functions for which ODI is responsible.
- Requires the CDO to periodically update the state data strategy.

This statutory authority will help consolidate data practices under a single set of standards, goals and objectives. These recognize the importance of data and the role it plays in the decision-making process and delineate the responsible entity and person for all such state efforts. Defining this authority will bring California up to date with more than 20 states and the federal government including Texas, Alaska, Connecticut, Illinois, Indiana, New Jersey, New York, North Carolina, Oregon, Pennsylvania, Virginia, Ohio and more.

REPLENISH DISRF FUNDING

Given the broadening of ODI's scope to expand into data via CalData and transforming state operations via the absorption of the GET Center, we propose replenishing the DISRF by adding \$20 million in one-time General Fund. This increase in funding will allow the ODI to fund a broader scope of pilots and services, including those identified through the TSO initiative led by GovOps and the advanced analytics solicitation process envisioned by CalData.

The DISRF will be used to finance projects that cannot be completed in house due to either resource or time constraints. Specifically, we will focus on client projects that:

- Align with the TSO goals, the Administration's priority goals, and with CA Leads efforts.
- Projects that result in an MVP that can be evaluated for broader adoption, impact, equity, and sustainability.
- Projects that require additional research or scoping before being handed to the Technology Modernization Fund or a BCP.
- Projects that can serve to accelerate department capacity if those projects have the potential for statewide impact.

In addition to the expansion in scope, the additional funds will allow us to fund more projects simultaneously. The planning process to date for TSO alone has identified a series of key projects that could use a rapid boost in capacity via the DISRF Fund. For reference, projects in the DISRF pipeline include (See Appendix D for DISRF Commitments):

1. *Governor's Office benefits uptake (Phase 1)* - The ODI is working on behalf of the GO and in collaboration with former Stockton Mayor Michael Tubbs' organization, End Poverty in California, to develop a research framework that will help the state understand and take action to address the persistent and significant participation gap among core safety net services. The initial research and discovery phase will help identify blockers and opportunities for solutions including possible ODI MVP design and development, challenge-based procurements, or BCPs in support of teams responsible for administering these services.
2. *CalHR State recruitment and hiring process* - The ODI is providing research support to help CalHR identify and understand the issues associated with the state's recruitment and hiring process. The ODI is working with CalHR and identified departments to access and analyze recruitment data and generate a data-informed understanding of the problem, at scale. This will be supported by existing training and technical support CalData is providing CalHR around data and analytics via its analytics accelerator. The accelerator has the goal of ensuring CalHR is equipped with the tools and processes to maintain long-term and build on this work. This project is the result of the TSO work.
3. *Modern data stack accelerator* - As more departments are adopting modern platforms (cloud data warehouses, automated data movement and transformation, data quality monitoring, and business intelligence platforms) to realize the full benefits of these new investments, they need to change their processes. For example, one department is still extracting data and

emailing it to others despite having the means to make data available on demand to business and analyst users through automated dashboards and reports. This indicates a gap in understanding how to equip the whole organization in using these platforms that can save time and money and increase the value of data. The modern data stack accelerator will invite departments to apply to receive targeted assistance including tailored project-oriented training and consulting to help them get over the adoption curve for these modern tools and to put them on a path of easier access and use of data for decision making. Participants will be plugged into ongoing communities of practice during and after the accelerator to ensure practices stick and evolve over time. We expect the program to capture unrealized value from these data platform investments driven by an improvement in skills and processes gained through the accelerator. Ultimately, people throughout the organization will have the right access at the right time to the data they need to analyze and support decisions.

4. *Data fellows program pilot* - As ODI works with departments to adopt new data approaches and practices, department eagerness will always run up against capacity. While data & analytics modernization ultimately saves staff time, it requires upfront effort, which is challenging when existing data staff have existing obligations. To offset, a Data Fellows program will allow for 1-2-year fellowships with departments. The ODI will be responsible for hiring, selecting, and supporting an annual cohort of fellows. Departments will have to propose a problem or project for the fellow that aligns with GO priorities and initiatives. Once embedded with departments they will help augment department capacity as well as facilitate knowledge sharing across fellows via an intentionally cultivated fellow community. Depending on the outcomes of the pilot we will seek external funding to create a recurring program for data fellows. Lastly, this program will create an additional pipeline for data talent into state government and pending a successful completion of the program, we will work to identify permanent opportunities with the state.
5. *Department of Education grants process overhaul* - The ODI is working with CDE to conduct research to identify and map the challenges and opportunities in the department's current grant making process. As part of this work, the ODI will use research data to understand users and their needs, develop a data-informed problem definition, and develop solutions that consider opportunities for business process improvements, improved service design, and potential technical solutions.
6. *Department of Toxic Substances Control (DTSC) public engagement* - The ODI is working with DTSC to help the department understand and meet users' need for access to information and ability to provide public comments. The need for state entities to solicit and gather public comment cuts across many departments statewide. There is no unified approach or set of modern best practices for qualitative data gathering from the public. This project will define a set of best practices and develop a proof of concept that can scale comment solicitation and data collection for programs statewide.
7. *The California Public Utilities Commission - Lifeline benefit uptake, digital service delivery, and customer experience* - The ODI is working with Lifeline to conduct discovery workshops with the goal of problem(s) identification and developing both business process solutions and a re-design of their digital services to better serve Lifeline participants and increase uptake among eligible Californians. There is a significant opportunity in working with Lifeline to rethink the way the state delivers subsidized telecommunications services to our residents. With the ongoing Broadband for All initiative and the work to close the middle mile service gap in broadband delivery, the ODI intends to explore ways to unify these programs into a modern solution that fits with the way people currently use telecom and broadband services.

E. Outcomes and Accountability

CalData

For the 3 divisions and 16 positions dedicated to the newly expanded CalData office, a range of outcomes is expected based on this proposal, which are detailed further in Appendix A. The ultimate outcome for the Data Strategy that guides CalData's work is better decisions, services, and outcomes for Californians through better use of data. In the exhibit, we describe the activities and outputs for each of CalData's 3 program areas as well as short-term, intermediate, and long-term outcomes for each area.

For each program area, we will develop a robust evaluation plan based on the high-level logic model in Appendix E. For an example of the type of evaluation and accountability framework we will create and model from, please refer to the CDO's prior work in San Francisco:

- developing an [evaluation and performance plan for open data](#) (to our knowledge this is still the only public example of open data assessment in the world),
- a [performance management dashboard for data academy](#) (based on our research project, this is still the only public example of data training evaluation and performance),
- the [PowerBI Showcase](#), which shows the impact of doing intense surge training on specific data tools, and the [data science showcase](#), which features the impact of individual advanced analytics and behavioral economics projects.

Callnnovate

Between the two program areas of Callnnovate - User Research and Service Innovation - we expect to enable state entities to understand their service model from the end user's perspective and to improve the delivery of benefits and critical information through human centered design and agile development practices.

In order to do this, we aim to achieve the following specific outcomes:

- Improved service design and delivery based on insights gathered from Californians through direct engagement;
- Improved business processes and state operations based on human-centered design and agile development;
- Improved success for modernization projects where Callnnovate has engaged in early phases to bring user needs into focus and de-risk through prototyping and testing possible solutions;
- Improved capacity and expertise within state departments to bring user research, data-informed design, and agile development best practices into day-to-day operations.

Success for Callnnovate is measured by how well state entities have been able to improve their service offerings for Californians and whether they are sustaining agile and user-focused practices. We will develop a robust program performance and evaluation plan that includes:

- A. Resident satisfaction surveys that measure whether the resident's need was fulfilled and how they would rate the customer experience;
- B. Key performance indicators (KPIs) for service improvement, such as increased benefits uptake, higher application conversions, and other metrics depending on the desired outcomes for the project;
- C. Regularly published case studies and other tools to disseminate learnings and best practices in user research, UX design, and agile development;
- D. Providing ongoing training to support the long-term viability of new processes and tools;

- E. Assessing the long-term adoption of human-centered and agile methods and techniques among state departments, including, but not limited to building out user research and UX design capacity, growing product management as a discipline, conducting user research on an ongoing basis, and regularly iterating and improving services.

F. Analysis of All Feasible Alternatives

One alternative would be to continue the status quo and require GovOps to continue operating each program individually, which includes operating the GET Center and CalData from within the Office of the Secretary. This option would require programs to continue to operate out of Agency proper, which is not what Agency is designed to do, and keep in place operational challenges that naturally arise from programs that need to engage with each other being set up across separate and distinct operating structures. This option would also slow the advancement of innovation and data services to state departments. The only positive of this alternative would be the reduction of General Fund expenditures as a result of requiring ODI to maintain their existing funding structure and not replenishing the DISRF.

A second alternative would be to approve the proposal but not the replenishment of the DISRF. The con to this option would be a reduction in pilots and/or services that ODI can provide to state entities that want to engage with them on to improve their services. The only positive aspect of this alternative would be that there would be \$20M in one-time General Fund that could be made available for other priorities of the Administration and Legislature.

The third alternative is to approve the proposal as requested. Approving this request, including the funding model change, additional positions, replenishment of the DISRF, and the associated trailer bill will modernize both the customer experience of government services and the internal management and operations of government in an effective and accelerated basis. The con to this option is that it would result in the need for additional General Fund resources both on a one-time basis and an ongoing basis.

G. Implementation Plan

The implementation of this proposal will take effect on July 1, 2022 and does not require a formal implementation plan. In anticipation of approval of this request, ODI will begin finalizing job bulletins for all vacant positions with the goal of having all postings listed on CalCareers no later than August 1, 2022. ODI plans to publicly post the openings for all vacant positions, review applications submitted and schedule and conduct interviews ASAP. Upon conclusion of the interview process, job offers will be made with the goal of having the positions start September 1, 2022.

Additionally, ODI will be able to effectively work with departments, as this proposal removes a substantial barrier from the engagement process. Current engagement, planning and documentation steps will be modified during the month of July to reflect this change.

Finally, GovOps, DGS, and ODI will work with DOF, SCO, FISCAL and other control agencies to establish ODI as a new standalone entity under the timeline laid out in the proposed trailer bill language.

H. Supplemental Information

Appendix A for ODI Organizational Chart

Appendix B for ODI Strategic Overview

Appendix C for New Requested Positions—Workload Tables

Appendix D for DISRF Commitments
Appendix E for CalData Outcomes Matrix
Appendix F for Proposed Trailer Bill Language

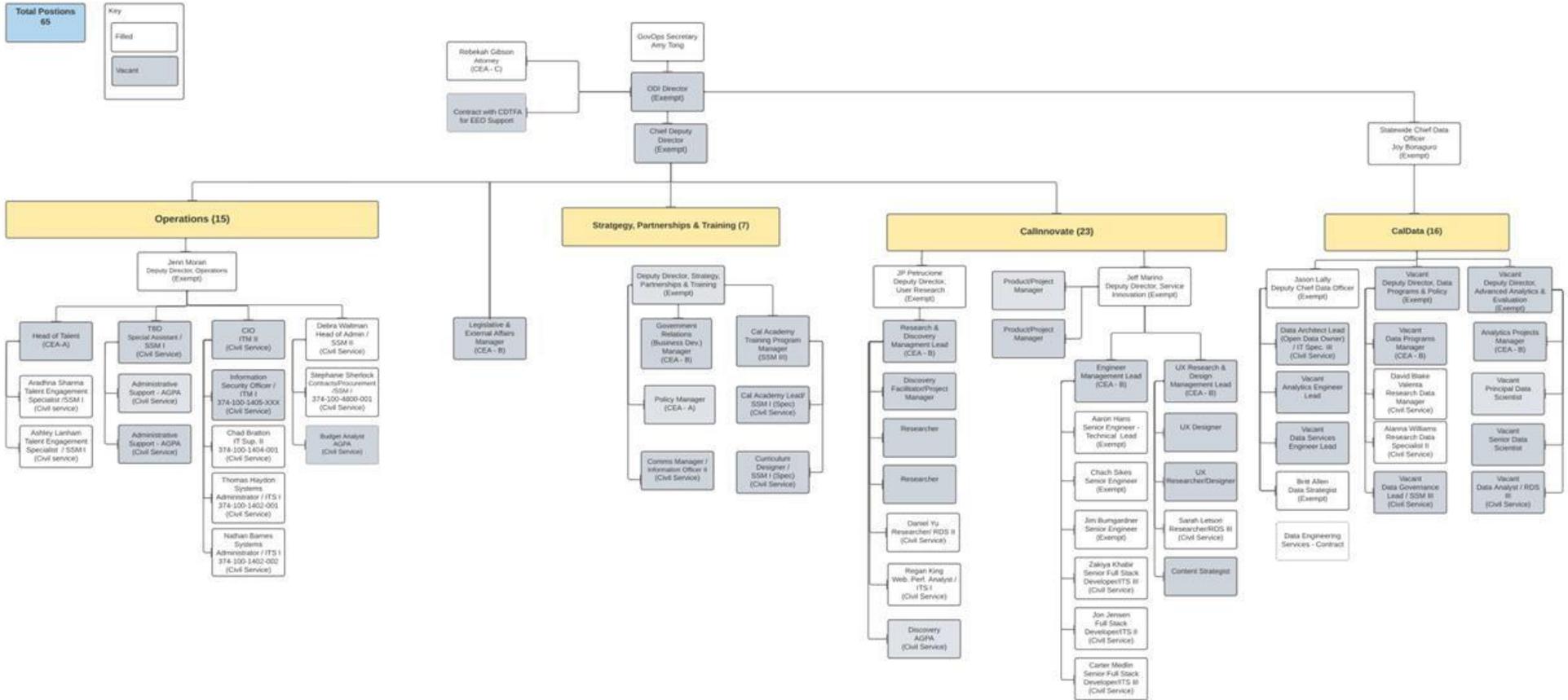
I. Recommendation

GovOps recommends approving the request to merge the Office of Digital Innovation, the GET Center, and CalData into the Office of Data and Innovation. Approving this request, including the funding model change, additional positions, replenishment of the DISRF, and the associated trailer bill will modernize both the customer experience of government services and the internal management and operations of government and ensure that:

- The management of both internal and public-facing services and programs are grounded in user needs, data and evidence on what works, and continuous improvement;
- The state workforce is equipped with modern data and service design skills;
- Policies, procurement vehicles, and tools are developed and provided to support the work of data and service innovation; and
- Create a more efficient and organized operating model and accelerate the modernization of state operations.

Appendix A

ODI Organizational Chart



Appendix B

ODI Strategic Overview

Vision

A California where government operations and services are grounded in user needs, data and evidence, and continuous cycles of improvement to create services that are easy-to-use, equitable, and accessible regardless of ability or background.

Mission

Our mission is to improve Californians' experience of their government through championing human-centered design, empowering use of data and evidence, and demonstrating modern and agile use of technology and prototyping.

The needs and concerns of Californians are the heart and soul of our work. We design in response to people's experiences and needs and involve them in our process of research and discovery. We shape prototypes for new and improved services and use advanced analytics to inform decision-making. We scale best practices across state government in user research, content design, engineering, data and analytics, and evaluation. We're about creating big changes that have a direct impact on people's lives.

Strategic goals

1. Partner with departments to adopt modern data and innovation practices, including through training and capacity building, hands-on projects, and expert consulting.
2. Support the development and implementation of sustainable innovation and culture change in state government, including through new policies and standards, playbooks and case studies, and modern platforms and tools.
3. Ensure that the state has the infrastructure, processes, and people to manage, access, and use data efficiently, effectively, securely, and responsibly by streamlining data access across departments, improving data management and governance, and spurring improved use of data and evidence.

Appendix C
New Requested Positions—Workload Tables

CalAcademy Program Manager – SSM III			
Description of Tasks to be Performed	Total Number of Times Task is to be Completed Annually	Total Hours to Complete Task	Total Number of Annual Hours
Design and deliver training programs to improve data literacy and innovation skills across the state.	4	160	640
Oversee development of data and innovation curriculums by job type and level considering adult learning strategies and best practices to address diverse abilities and backgrounds.	12	8	96
Develop and implement a peer training program and supporting resources to establish a network of peer trainers.	2	80	160
Develop and implement a train-the-trainer and surge training model to scale and extend data curriculum.	2	80	160
Develop partnerships with external educational providers to complement and enhance in house training efforts.	1	160	160
Identify and develop state entity relationships and processes to propagate the train-the-trainer and surge training models.	12	16	192
Develop evaluation and performance program to measure overall program performance, including development of data collection methods and tools and using training measurement models, including the Kirkpatrick model and results-based accountability.	1	160	160
Conduct communication and outreach across the state to increase awareness and take up of training programs.	12	16	192
Develop an ongoing business model for the various training programs including the financial strategy.	1	160	160
Liaison with the Chief Learning Officer to ensure CalAcademy programs are incorporated into other statewide trainings and integrated into the state Learning Management System (LMS).	12	16	192
Total Hours			2,112
PY Equivalent			1,800
PY's Requested			1.0

CalAcademy Lead - SSM I			
Description of Tasks to be Performed	Total Number of Times Task is to be Completed Annually	Total Hours to Complete Task	Total Number of Annual Hours
Manage course schedule and sequence, course administration, and enrollments, including individual courses, surge trainings, cohort, and train-the-trainer programs.	24	8	192
Manage course evaluation and assessments per expectations and collect and summarize the	24	8	192

assessment data consistent with tools provided by the state data programs office.			
Coordinate with the state LMS to make courses available through the system.	4	16	64
Develop and manage outreach and communication strategy and plan for courses and curriculums.	24	8	192
Contribute to the development of course materials and content.	6	40	240
Develop and keep academy materials up to date and make course materials available via the data academy website.	48	4	192
Manage academy teams' environment and onboard new users.	48	4	192
Develop communication and outreach materials to support the Director.	12	16	192
Manage relationships with and communications with peer trainers.	48	8	384
Support partnerships with external training providers.	1	80	80
Total Hours			1,920
PY Equivalent			1,800
PY's Requested			1.0

Deputy Director, Advanced Analytics and Evaluation – CEA C			
Description of Tasks to be Performed	Total Number of Times Task is to be Completed Annually	Total Hours to Complete Task	Total Number of Annual Hours
Steer the creation of statewide analytics and evaluation standards, requirements, and best practices and guidance to ensure high quality, ethical, and responsible use of analytics, including machine learning, and evaluation that is consistent with prevailing modern data practices.	4	80	320
Advise the CDO on the long-term analytics roadmap in terms of project criteria, platform needs, and broader capacity building strategy.	4	16	64
Develop communication and outreach strategy and materials to quantify and explain the value of analytics to statewide stakeholders, including data teams as well as executive leadership.	4	16	64
Provide expert guidance and consulting with leadership across the state to establish, enhance, or grow their analytic efforts consistent with statewide standards, requirements, and modern data practices.	48	2	96
Lead biannual outreach and engagement to identify and develop analytics clients and engage in ongoing stakeholder development and management.	2	80	160
Develop quarterly plans and set quarterly analytic priorities.	4	8	32
Oversee analytic priorities on client projects and across selection criteria.	48	2	96

Serve as the executive liaison with analytics clients to set project priorities and define business value and return on analytics investment.	96	2	192
Review and approve size and scope of analytics projects using the input of the analytics team.	12	4	48
Oversee implementation of analytics projects and ensure they meet business objectives and high standards of quality.	48	4	192
Coach and develop analytics team ensuring that team members are appropriately engaged and focused on delivering client value.	48	4	192
As needed, contribute to analytics projects in hands-on fashion.	12	40	480
Oversee biannual demonstration days and outreach to define and celebrate success of projects.	2	80	160
Contribute to periodic analytics trainings via CalData Academy.	4	8	32
Total Hours			2,128
PY Equivalent			1,800
PY's Requested			1.0

Principal Data Scientist- CEA A			
Description of Tasks to be Performed	Total Number of Times Task is to be Completed Annually	Total Hours to Complete Task	Total Number of Annual Hours
Contribute to strategy, vision and plans to promote the appropriate and ethical adoption of advanced analytics including services provided by the team	4	40	160
Develop needs to better support advanced analytics work within the Office and across Agencies taking into account organizational maturity	4	40	160
Participate in project solicitation meetings and workshops	2	40	80
Identify and vet potential projects for good fit for advanced analytical methods and available resources in collaboration with the Data Projects Manager	2	40	80
Develop scopes for project work including expert assessment on possible methods to apply to problem	12	8	96
Review code and pairs with other data scientist and analysts as needed to support development of computationally efficient and well documented models	48	2	96
Educate and translate the utility of advanced analytics to senior data leaders and staff	4	8	32
Perform or review exploratory data analysis to understand data for a given problem	12	20	240
Prepare options and tradeoffs analysis for application of different analytical methods on a problem	12	2	24
Develop advanced analytical models based on client needs	12	40	480

Develops plans with partners for the implementation of productionized models and services	12	40	480
Participate in client meetings on projects	26	4	104
Participate in daily standups	240	1	240
Provides mentorship to other senior, junior data scientists and analysts	48	1	48
Contribute to periodic analytics trainings via CalData Academy.	4	8	32
Total Hours			2,352
PY Equivalent			1,800
PY's Requested			1.0

Senior Data Scientist-Research Data Manager			
Description of Tasks to be Performed	Total Number of Times Task is to be Completed Annually	Total Hours to Complete Task	Total Number of Annual Hours
Contributes to strategy, vision and plans to promote the appropriate and ethical adoption of advanced analytics including services provided by the team	4	10	40
Participate in project solicitation meetings and workshops	2	40	80
Participate in project vetting meetings	2	40	80
Contribute to scopes for project work	12	4	48
Perform or review exploratory data analysis to understand data for a given problem	12	30	360
Develop advanced analytical models based on client needs	12	40	480
Document models and code for re-use and interpretability	12	20	240
Participate in client meetings on projects	26	4	104
Prepare and implement advanced analytical models for production use and according to plans developed with client and team	12	40	480
Participate in daily standups	240	1	240
Contribute to periodic analytics trainings via CalData Academy.	4	8	32
Total Hours			2,184
PY Equivalent			1,800
PY's Requested			1.0

Senior Data Analyst - Research Data Specialist III			
Description of Tasks to be Performed	Total Number of Times Task is to be Completed Annually	Total Hours to Complete Task	Total Number of Annual Hours
Participate in project solicitation meetings and workshops	2	40	80
Participate in project vetting meetings	2	40	80
Contribute to scopes for project work	12	4	48

Perform exploratory data and statistical analysis to understand trends and patterns in datasets	12	30	360
Prepare visuals and graphics that clearly communicate analytical findings	12	20	240
Develop and instrument metrics and KPIs based on client needs	12	40	480
Prepare presentations for clients and team distilling findings	12	10	120
Meet with subject matter experts and other staff to interpret findings and understand context of data collection	26	2	52
Define data quality metrics and issues and propose mitigations	12	8	96
Participate in daily standups	240	1	240
Participate in client meetings on projects	26	4	104
Document analyses and code for re-use and interpretability	12	20	240
Contribute to periodic analytics trainings via CalData Academy.	4	8	32
Total Hours			2,172
PY Equivalent			1,800
PY's Requested			1.0

Appendix D
DISRF Commitments

DISRF Investment	Line item (insert brief description of services)	DIF Budget
City Innovate (Program Ops)	Software solution and professional services for program operations	\$750,000
Governor's Office benefits uptake (Phase 1)	User research and discovery facilitation services	\$125,000
Governor's Office benefits uptake (Phase 2)	Scope and design POC to evaluate and de-risk solution	\$42,000
Governor's Office benefits uptake (Phase 3)	Market research and procurement	\$1,500,000
CalHR State recruitment and hiring process (Phase 1)	User research and discovery facilitation services	\$125,000
CalHR State recruitment and hiring process (Phase 2)	Scope and design POC to evaluate and de-risk solution	\$42,000
CalHR State recruitment and hiring process (Phase 3)	Market research and procurement	\$1,500,000
Modern data stack accelerator	Training services and content creation, including deployment patterns, on recommended tools to be incorporated into CalAcademy (3 services x 100K/year for training data engineering, warehouse, and analytics engineering)	\$300,000
Modern data stack accelerator	Custom support services for departments in deploying modern tools via pre-negotiated contracts (3 services x 150K/year x 2 years for data engineering, warehouse, and analytics engineering)	\$900,000
Modern data stack accelerator	Seed money for incubating M&O in CDT for recommended tools and to transfer to OTech, VHSS or other program as appropriate (usage costs for platforms up to a year on small project in data engineering and warehousing)	\$425,000
Modern data stack accelerator	In house: Department intake and consulting to match on tools and training; scaling training after pilot testing via CalAcademy	\$0
Data fellows program pilot	10 1-year fellowships at \$150K fully loaded per fellow	\$1,500,000
Data fellows program pilot	Contract with fellows management program (e.g. Fusecorp)	\$300,000
Data fellows program pilot	In house: fellow management and department matching service	\$0
Department of Education grants process overhaul (Phase 1)	User research and discovery facilitation services	\$125,000
Department of Education grants process overhaul (Phase 2)	Scope and design POC to evaluate and de-risk solution	\$42,000
Department of Education grants process overhaul (Phase 3)	Market research and procurement	\$1,500,000
Department of Toxic Substances Control (DTSC) public engagement (Phase 1)	User research and discovery facilitation services	\$125,000

Department of Toxic Substances Control (DTSC) public engagement (Phase 2)	Scope and design POC to evaluate and de-risk solution	\$42,000
Department of Toxic Substances Control (DTSC) public engagement (Phase 3)	Market research and procurement	\$1,500,000
Total Projected Commitments:		\$10,843,000

Appendix E

CalData Outcomes Matrix

CalData

For the 3 divisions and 16 positions dedicated to the newly expanded CalData, the division expects a range of outcomes based on this proposal and has detailed them further in Appendix A. The ultimate outcome for the Data Strategy that guides CalData's work is better decisions, services, and outcomes for Californians through better use of data. In the exhibit, we describe the activities and outputs for each of CalData's 3 program areas as well as short-term, intermediate, and long-term outcomes for each area.

For each program area, CalData will develop a robust evaluation plan based on the high-level logic model in Appendix A. For an example of the type of evaluation and accountability framework we will create and model from, please refer to the CDO's prior work in San Francisco:

- developing an [evaluation and performance plan for open data](#) (to our knowledge this is still the only public example of open data assessment in the world),
- a [performance management dashboard for data academy](#) (based on our research project, this is still the only public example of data training evaluation and performance),
- the [PowerBI Showcase](#), which shows the impact of doing intense surge training on specific data tools, and the [data science showcase](#), which features the impact of individual advanced analytics and behavioral economics projects.

Data Services and Engineering: Modernizing our Data Infrastructure to Support Data Informed Decision Making

Activities and Outputs	Short-term outcomes	Intermediate outcomes	Long-term outcomes
<ul style="list-style-type: none"> • Consult on data infrastructure modernization in key Statewide projects and within ODI • Work with CDT on maturing managed data services including identifying projects to leverage those services • Use managed services to deliver data that supports Advanced Analytics work and ODI projects • Share best practices and patterns through communities of practice 	<ul style="list-style-type: none"> • ODI projects delivered using consistent approaches, patterns, and data platforms • Increased awareness of modern and simpler approaches to architecting data services to support data-informed decisions • Improved access to modern, well-supported data platforms and services by State entities 	<ul style="list-style-type: none"> • Multiple successful projects impacting Californians delivered starting from developed patterns • Increased use in shared data services by State entities resulting in more consistent and agile delivery of data to support • Easier and faster access to data for state entities and the public 	<ul style="list-style-type: none"> • Higher quality data services • A strong community of practice across State entities continues to inspire innovative use of data services • State approach to data infrastructure continuously improves as data platforms mature and best practices change • California is a leader in approach to data infrastructure to support outcomes

Data Programs and Policy: Building and Extending Statewide Data Capacity

Activities and Outputs	Short term outcomes	Intermediate outcomes	Long term outcomes
<ul style="list-style-type: none"> Running workshops, briefings and operations related to the various data, analytics, and tools programs Developing training and toolkits to support data policies, data management practices, and data standards. Develop job classifications and data team structures for use by departments 	<ul style="list-style-type: none"> Easier hiring for data teams via new job classifications and guidance for data roles Toolkit available to help departments navigate ethical issues around Data and AI Key reference datasets that are needed by multiple entities are published and adhere to standards, e.g. department names, state parcels, counties, zip codes, census data, etc. 	<ul style="list-style-type: none"> State entities have robust data teams operating on modern tools leveraging best practices for analytics Appropriate ethical considerations are leveraged at every stage of the analytics process Multiple departments have rapidly moved up the data analytics maturity curve Easier to combine datasets from different state entities 	<ul style="list-style-type: none"> Higher quality data, data analysis, and decision-making California is a leader in ethical approaches to data and data analytics Shared policy and operating picture across the state for complex areas related to the environment, climate change, the economy, public health, and disaster response

Advanced Data Analytics and Evaluation: Advancing Excellence in Analytics on Statewide Priorities

Activities and Outputs	Short term outcomes	Intermediate outcomes	Long term outcomes
<ul style="list-style-type: none"> Process to solicit and select projects Pipeline of projects with state clients Demonstration days for completed projects Consulting services to non-project clients 	<ul style="list-style-type: none"> List of completed projects describing impact and ROI and describing any cost savings Increased interest in exploring advanced analytics across the state 	<ul style="list-style-type: none"> Creation of advanced analytics teams by larger departments Greater adoption of advanced analytics by departments 	<ul style="list-style-type: none"> Higher quality data analysis, data services, and decision-making

Appendix F
Proposed Trailer Bill Language

Government Code Section 12815 is amended to read:

(a) The Office of ~~Digital~~ Data and Innovation is hereby established on July 1, 2019, within the Government Operations Agency. Effective July 1, 2023, the Office of Data and Innovation shall operate as a standalone entity reporting to the Government Operations Agency consistent with the other enumerated state entities listed in Government Code Section 12803.2.

(b) There shall be a Director of the Office of ~~Digital~~ Data and Innovation.

The director shall be appointed by, and serve at the pleasure of, the Governor. The director shall report to the Secretary of the Government Operations Agency. The director shall be responsible for managing the affairs of the office and shall perform all duties, exercise all powers and jurisdiction, and assume and discharge all responsibilities necessary to carry out the purposes of this section. The Governor may appoint people to the office who are exempt from civil service. The total number of exempt positions in the office shall not exceed ~~20~~ 22.

(c) There shall be a Chief Data Officer within the Office of Data and Innovation.

The Chief Data Officer shall be appointed by, and serve at the pleasure of, the Governor. The Chief Data Officer shall report to the Director of the Office of Data and Innovation. The Chief Data Officer shall be responsible for data practices within the State of California with an overarching goal to improve government use of data.

~~(c)~~ (d) For the purposes of this section:

(1) "Director" means the Director of the Office of ~~Digital~~ Data and Innovation.

(2) "CDO" means Chief Data Officer.

~~(2)~~ (3) "Fund" means the ~~Digital~~ Data and Innovation Services Revolving Fund.

~~(3)~~ (4) "Office" means the Office of ~~Digital~~ Data and Innovation.

~~(4)~~ (5) "Service delivery" means the provision of a service or services, product or products, by a state entity or state entities to persons, other state entities, constitutional state entities, independent state entities, local government entities, federal entities, private entities, or nonprofit entities.

~~(5)~~ (6) "State entity" means an entity within the executive branch that is under the direct authority of the Governor, including, but not limited to, all departments, boards, bureaus, commissions, councils, and agencies.

~~(d)~~ (e) The office's mission shall be to deliver better government services to the people of California through technology and service innovation, data, and design. The office will fulfill this mission by:

(1) Collaborating with state entities to transform government services. The office will focus on measurably improving services using a deliberate, user-focused approach and data informed practices.

(2) Investing in state capabilities to put users first, build iteratively, and let data drive decisions.

(3) Empower the use of data by ensuring the state has the infrastructure, processes, and people to manage, access, and use data ethically, efficiently, effectively, securely, and responsibly and in a manner that respects

privacy.

~~(3)~~ (4) Rethinking and improving how the state buys digital services and data sets and services.

~~(4)~~ (5) Expanding the use of common platforms, services, and tools.

~~(e)~~ (f) The director shall hire staff to assist in the fulfillment of the duties and responsibilities of the office.

~~(f)~~ (g) The director shall establish a program to improve the state's service delivery and data functions, guided by service delivery and data best practices.

(1) The director is hereby authorized to engage with state entities for the purpose of improving the service delivery and data functions of those state entities.

(2) Engagements shall be formalized in writing and shall identify, at minimum, the roles and responsibilities of both the office and the state entity being engaged by the office.

~~(g)~~ (h) The director and CDO may create, update, or publish, in consultation with the appropriate control agency, policies, standards, and procedures for state entities in the State Administrative Manual or Statewide Information Management Manual regarding:

(1) Service delivery design, implementation, maintenance, and operations.

(2) Service delivery assessments.

(3) Service delivery improvement and problem mitigation.

(4) Data governance and management, including but not limited to data sharing, data inventory, and open data, data standards for consistency and interoperability of data across the state, and methodological and evidence standards, including ethical data use, for performance management, analytics, and evaluation.

~~(h)~~ (i) The director shall train state supervisors, managers, executives, and other staff in leadership positions regarding service delivery and data best practices. The director is authorized to require state entity staff to attend training deemed necessary by the director. The director may consult or contract with the Department of Human Resources or the Department of Technology for assistance or delivery of training as needed to fulfill the purposes of this section.

~~(i)~~ (j) Any funds appropriated to the office for the purpose of funding various statewide data and innovation activities are to be administered by the director for the implementation, support, or assessment of state entities' existing or proposed service delivery functions.

~~(j)~~ (k) While engaged with a state entity, office staff shall, in the performance of their duties related to the improvement of service delivery and data functions, have access to, and the authority to examine or reproduce, any and all records, data, information technology systems or other functionality, or any other document or component related to the service delivery function being improved by the office.

(1) The office shall maintain the confidentiality of, and protect from unauthorized access or disclosure, all records, data, information technology systems or other functionality, or any other document or component received from, or otherwise accessed from, any state entity engaged with the office in accordance with state law, including, but not limited to, the Information Practices Act of 1977.

(2) The director, any employee or former employee of the office, any person or business entity that is contracting with or has contracted with the office and the employees and former employees of that person or business entity shall not divulge or make known to any person not employed by the office in any manner

not expressly permitted by law any particulars of any record, data, information technology systems or other functionality, or any other document or component, the disclosure of which is restricted by law from release to the public. This subdivision shall also apply to the officers and employees of, and any person or business entity that is contracting with, or has contracted with, any state or local governmental agency or publicly created entity, that has assisted the office in the course of any engagement.

(3) Any officer, employee, or person who discloses the particulars of any record, data, information technology systems or other functionality, or any other document or component in violation of this section shall be subject to a civil penalty not to exceed five thousand dollars (\$5,000), including the release of any information received pursuant to Section 10850 of the Welfare and Institutions Code, or that is otherwise prohibited by law to be disclosed.

(4) Upon the completion of each engagement, the office shall dispose of all records, data, and other documentation received, copied, or otherwise in the possession of the office as a result of the engagement that contains personally identifiable information in accordance with state law.

~~(k)~~ (l) The adoption, amendment, or repeal of the policies, procedures, guidelines, or other directives consistent with this chapter are exempted from the rulemaking provisions of the Administrative Procedure Act (Chapter 3.5 (commencing with Section 11340) of Part 1).

~~(j)~~ (m) (1) Effective July 1, 2020, the ~~Digital~~ Data and Innovation Services Revolving Fund is hereby created within the State Treasury. The fund shall be administered by the director to receive all revenues from the sale of services rendered by the office and all other moneys properly credited to the office from any other source. Notwithstanding Section 13340, until July 1, 2024, moneys in the fund are continuously appropriated to the office without regard to fiscal year to pay all costs arising from this section and rendering of services to state entities, including, but not limited to, employment and compensation of necessary personnel and expenses, such as operating and other expenses of the office, and costs associated with approved information technology projects, and to establish reserves. On and after July 1, 2024, moneys in the fund shall be available upon appropriation of the Legislature. At the discretion of the director, segregated, dedicated accounts within the fund may be established.

(2) On or before February 1, 2021, and each February 1 thereafter, the director shall submit a report to the Chairperson of the Joint Legislative Budget Committee, or the chairperson's designee, that includes a summary of the activities of the office and a listing and descriptions of all expenditures made from the fund, as well as all revenues received by the fund, for the prior fiscal year.

(3) The fund shall consist of all of the following:

(A) Moneys appropriated and made available by the Legislature for the purposes of this section.

(B) Donations, endowments, or grants of funds from private or public sources for any purposes of this section. The office and the Controller may establish separate accounts in the fund for the purpose of separating deposits according to their origin or intended purpose.

(C) Any other moneys that may be made available to the office from any other source, including the return from investments of moneys by the Treasurer.

~~(m)~~ (n) The office may collect payments from state entities for providing services to client entities. The office may require monthly payments by client entities for the services provided. Pursuant to Section 11255, the Controller shall transfer any amounts so authorized by the office, consistent with the annual budget of each department, to the fund. The office shall notify each affected state entity upon requesting the Controller to make the transfer.

~~(n)~~ (o) Notwithstanding any other law, the Controller may use the moneys in the fund for cashflow loans to the

General Fund, as provided in Sections 16310 and 16381.

BCP Fiscal Detail Sheet

BCP Title: Office of Data and Innovation

BR Name: 0511-026-BCP-2022-MR

Budget Request Summary

Personal Services

Personal Services	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
Positions - Permanent	0.0	6.0	6.0	6.0	6.0	6.0
Total Positions	0.0	6.0	6.0	6.0	6.0	6.0
Salaries and Wages Earnings - Permanent	0	4,000	4,000	4,000	4,000	4,000
Total Salaries and Wages	\$0	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Total Personal Services	\$0	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000

Operating Expenses and Equipment

Operating Expenses and Equipment	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
5340 - Consulting and Professional Services - External	0	20,750	750	750	750	750
5342 - Departmental Services	0	-4,750	-4,750	-4,750	-4,750	-4,750
Total Operating Expenses and Equipment	\$0	\$16,000	\$-4,000	\$-4,000	\$-4,000	\$-4,000

Total Budget Request

Total Budget Request	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
Total Budget Request	\$0	\$20,000	\$0	\$0	\$0	\$0

Fund Summary

Fund Source

Fund Source	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
State Operations - 0001 - General Fund	0	4,821	4,821	4,821	4,821	4,821
0995 - Reimbursements	0	-4,821	-4,821	-4,821	-4,821	-4,821
State Operations - 9753 - Digital Innovation Services Revolving Fund	0	20,000	0	0	0	0
Total State Operations Expenditures	\$0	\$20,000	\$0	\$0	\$0	\$0

Fund Source	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
Total All Funds	\$0	\$20,000	\$0	\$0	\$0	\$0

Program Summary

Program Funding

Program Funding	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
0256 - Digital Innovation	0	20,000	0	0	0	0
Total All Programs	\$0	\$20,000	\$0	\$0	\$0	\$0

Personal Services Details

Positions

Positions	FY22 Current Year	FY22 Budget Year	FY22 BY+1	FY22 BY+2	FY22 BY+3	FY22 BY+4
4800 - Staff Svcs Mgr I	0.0	1.0	1.0	1.0	1.0	1.0
4802 - Staff Svcs Mgr III	0.0	1.0	1.0	1.0	1.0	1.0
5740 - Research Data Mgr	0.0	1.0	1.0	1.0	1.0	1.0
5770 - Research Data Spec III	0.0	1.0	1.0	1.0	1.0	1.0
7500 - - C.E.A. - A	0.0	1.0	1.0	1.0	1.0	1.0
7500 - - C.E.A. - C	0.0	1.0	1.0	1.0	1.0	1.0
Total Positions	0.0	6.0	6.0	6.0	6.0	6.0