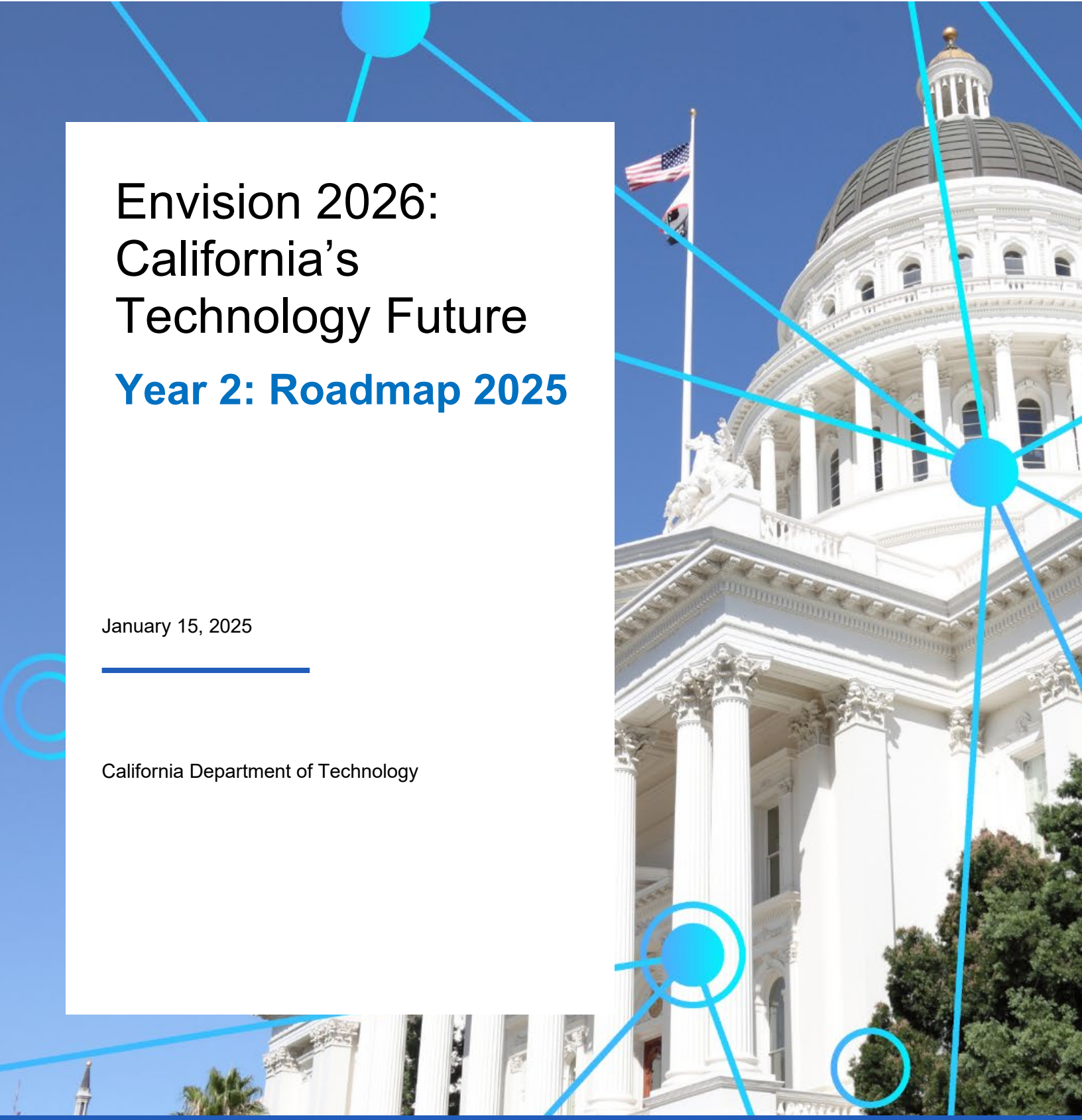

Envision 2026: California's Technology Future

Year 2: Roadmap 2025

January 15, 2025

California Department of Technology

ENVISION 2026
California's Technology Future

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Executive Summary

Envision 2026: California's Technology Future is a comprehensive, multi-year state government strategy to advance technology across California. Envision 2026 is structured around five goals, each supported by three specific outcomes. These outcomes collectively demonstrate the value and impact of achieving the set goals.

Strategies are established to guide the achievement of these outcomes. Objectives and Key Results (OKRs) are developed to serve as clear, outcome-focused representations of strategic intent, driving the identification of actions, which are targeted strategic changes that will move the needles on the Key Results.

These strategic changes are assigned to action projects that are then organized into annual portfolios of projects, referred to as Roadmaps. This document, **Roadmap 2025**, marks the second year of Envision 2026: California's Technology Future, moving the strategic use of technology forward toward the goals to realize the vision.

Technology leaders and governance bodies guided strategic changes during 2024 in alignment with the vision, goals, outcomes, and strategies now documented in Envision 2026, published as California's multi-year strategic plan. Also, this 2025 roadmap was developed to focus on Envision 2026 as an annual portfolio of strategic change. This method brought to light projects scheduled to begin implementing changes in 2025 and those that carry over from 2024. Technology leaders and governance bodies will guide these aligned strategic changes to stay on track and continue to drive meaningful progress that can be tracked quarterly and reported annually.

Elevating state government technology strategy management to new heights of distributed alignment is a multi-year journey. Goal 4: Align Strategy Execution Across the State to enhance government technology strategy management. This continues into 2025 with this annual roadmap for the second year of the 3-year strategic plan, operationalizing the OKRs program that informs strategic portfolio management for quarterly progress dashboards. This roadmap will continue to inspire the distribution and adoption of state government technology strategy alignment by agencies, departments, and other state government entities.

Achieving Success

Approach

Through a combination of state technology governance, technology leadership, and various targeted strategies, strategic management becomes the foundation for Envision 2026, the state's multi-year strategic plan. This comprehensive approach ensures that technology strategic intent is aligned, well-managed, delivering meaningful outcomes over this planning period, and operationalized for future planning periods.

State government technology leaders will align with Envision 2026 to guide California's government technology community toward the strategic and equitable use of technology, ensuring the delivery of innovative digital services to Californians. The following are the steps taken to achieve alignment of the technology governance, targeted strategies, and technology strategy leadership with the goals of Envision 2026:

Establish the Framework for Strategic Intent – Worked with technology leaders and governance teams to establish a state government technology strategy planning model. In addition, we worked with technology leaders, business leaders, labor, industry and academic leaders to develop a multi-year technology strategic plan – Envision 2026: California's Technology Future.

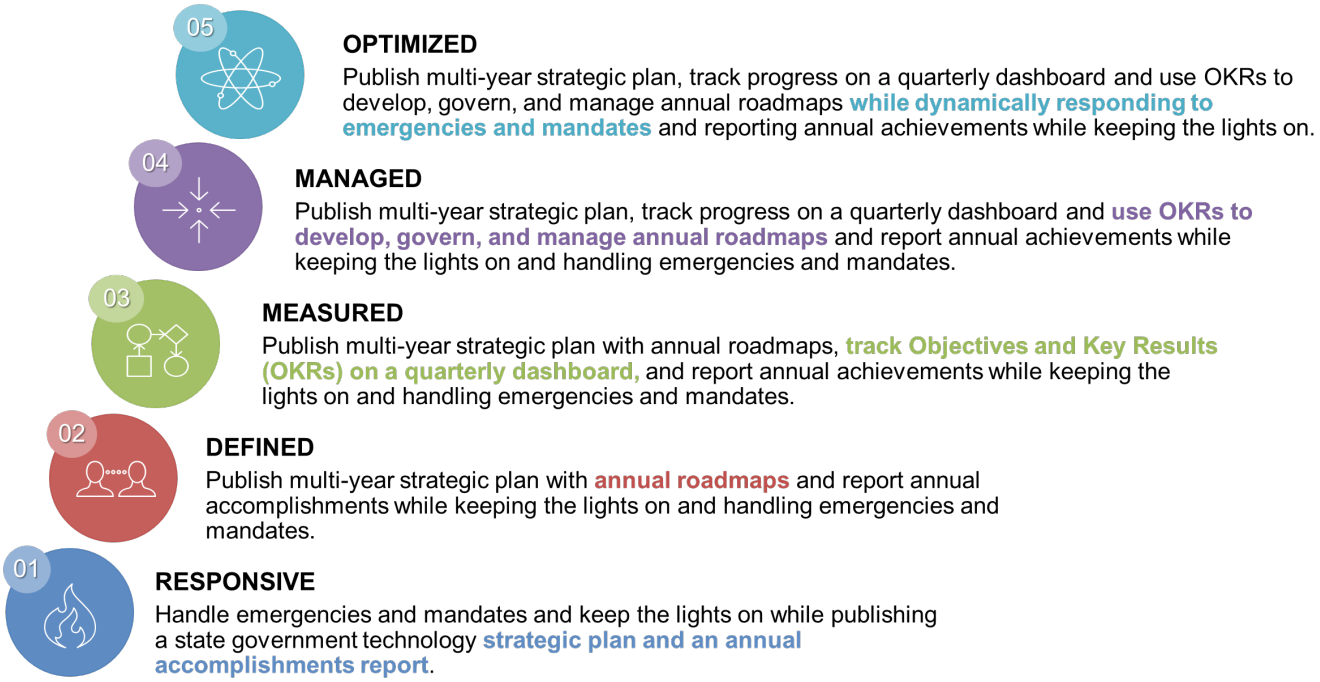
Map the Planned Strategic Intent - Start with a discovery phase working with Agency Information Officers (AIOs), Chief Information Officers (CIOs), and state government technology strategy governance Advisory Councils to collect strategically aligned projects that will carry over from 2024, start and finish in 2025, and start in 2025 and carry over to 2026. Follow up with a reflection phase to understand any central and distributed governance interdependencies and map the progress status information flow that will feed the quarterly strategy management dashboard. Verify these interdependencies and mappings with strategic leaders.

Operationalize the E26 State Government Technology Strategy Management - Envision 2026 has five goals that focus on state government technology strategy: enhancing the digital experience (Goal 1), improving security (Goal 2), strengthening the workforce (Goal 3), aligning technology strategy throughout the state while enhancing state government technology strategy management capabilities (Goal 4), and future-proofing the business of government (Goal 5).

Under the leadership of the State Chief Information Officer and the State Technology Council, Goal 4 - Align Strategy Execution Across the State, along with its Outcomes and Strategies, is being championed by the Statewide Integrated Strategy Management Office (SISMO), established in 2024. This goal is included in the annual roadmaps of Envision 2026, with projects aimed at moving California state government technology strategy management to new levels of maturity.

The design of the strategy planning framework calls for a multi-year strategic plan, roadmaps for each year, a dashboard for quarterly progress, and an annual report of aligned strategy inspired achievements. This structure positions the state for operating strategy management in ways that satisfy the requirements of maturity model levels 1-5 as described below.

Technology Strategy Management Maturity Model



SISMO works with state government technology strategy governance entities and leaders to develop and sponsor the implementation of E26 annual roadmaps. A project in the 2025 Roadmap will develop and deploy the dashboard for quarterly progress updates. This includes structuring an information flow of strategic "progress spotlights" to the CDT Communications team for inclusion in the annual accomplishments report.

Governance

The governance of the state government's technology strategic intent includes both central governance and distributed governance. Central governance is expressed in Cal. Gov. Code Section 11545 as, "Advising the Governor on the strategic management and direction of the state's information technology resources." This establishes the State Chief Information Officer (SCIO), also referred to as Director of the California Department of Technology, as the top-down centralized control point for strategic use of technology in California state government.

Additionally, California state government functions in a federated authority model. This means that authority for the strategic use of technology is also distributed to the Governor's Office, executive branch agencies and departments, constitutional government entities, and independent government entities. Distributed authority can also occur when the Governor or Legislature addresses emergencies or issues mandates that result in specialized government entities that are new or existing government entities with new responsibilities. Emergencies and mandates require levels of strategic resilience, enabled by both centralized and distributed strategic roles. As a result, California technology strategic intent is governed both centrally and in a distributed manner.

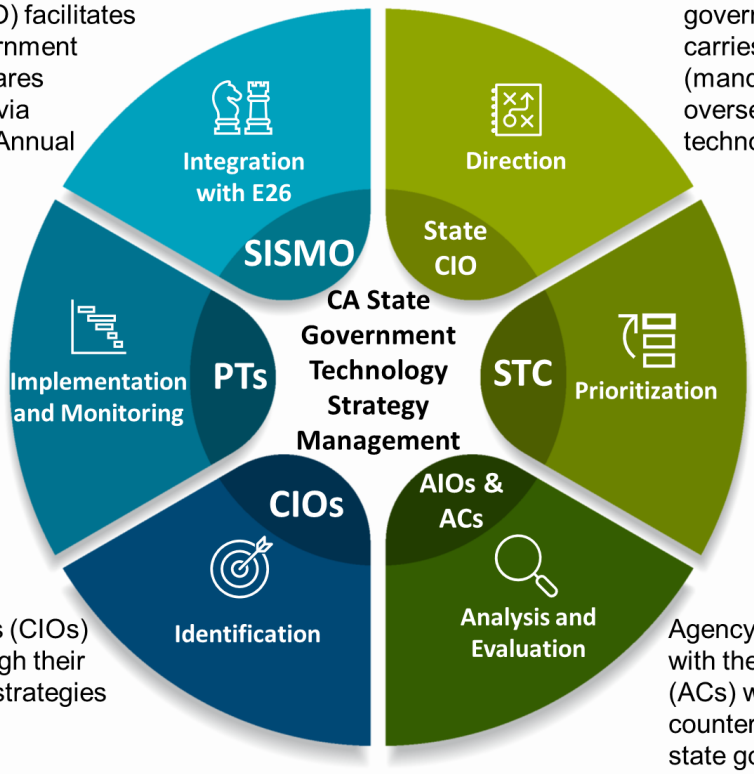
CA State Government Technology Strategy Management Context Illustration

The Statewide Integrated Strategy Management Office (SISMO) facilitates the alignment of state government technology strategy and shares strategic progress updates via Quarterly Dashboards and Annual Reports.

The State CIO guides the overall state government technology strategy, carries out executive orders (mandates), handles emergencies, and oversees current state government technology services.

Project Teams (PTs) from the state government tech community make strategic changes and report their progress to SISMO using OKRs (Objectives and Key Results).

The State Technology Council (STC) serves as the chief advisory council to the SCIO and ensures that information technology (IT) decisions deliver maximum business value for the State of California.



The Chief Information Officers (CIOs) deliver strategic change through their Project Teams for distributed strategies that align with E26.

Agency Information Officers (AIOs) work with their CIOs and Advisory Councils (ACs) work with CDT executive counterparts to inspire completion of state government technology projects that align with E26.

This complex illustration is realized by central and distributed governance. The Envision 2026 central perspective is realized through state government technology strategy management led by the State CIO, supported by the State Technology Council (STC). The California Department of Technology's statewide technical policy, information security controls, service offerings and rates, and project oversight roles are addressed through regulatory technology governance led by the California Department of Technology Director, supported by the Information Technology Executive Council (ITEC).

Roadmap 2025 Action Projects by Goal

Action Projects marked with an asterisk (*) are planned to be continued and completed in the next annual E26 Roadmap.

Goal 1: Advance an Inclusive Digital Experience for All

Outcomes:

1.1 People-Centric

A positive people-focused digital experience.

1.2 Accessible

Accessibility and inclusion across all digital channels.

1.3 Responsive

Digital services meet Californians where they are.

Outcome 1.1: People-Centric

Objective 1.1.1.0: Digital Experience

Ensure that digital interactions with state services are user-centric, efficient, and continuously evolving based on user needs and feedback.

Source	Action Project	Measured Results
Digital Equity	*Refine digital equity data and maps: Administer digital equity public survey.	1.1.1.0.6: All digital services are accessible and easy to use, meeting the needs of diverse user groups.
Digital Strategy / TOAC	Promote Standards and Best Practices: • Storytelling: Tell the multi-faceted story that demonstrates the impact of efforts to leadership, customers, and the public.	1.1.1.0.1: More intuitive, efficient, and satisfying digital experience for all Californians.
Digital Strategy / TOAC	Human-Centered Design: • Update Website Standards Policy.	1.1.1.0.2: Increase the percentage of state websites using the State Web Template.
Digital Strategy / TOAC	Human-Centered Design: • Launch the revamp of the Open Source Portal.	1.1.1.0.3: Increase the number of codebases made available via Open Source Portal.
Digital Strategy / TOAC	Human-Centered Design: • Launch the revamp of the State Data Portal.	1.1.1.0.4: Increase the number of data sets made available via Open Data Portal.
Digital Strategy / TOAC	Human-Centered Design: • Launch the revamp of the State Geoportal.	1.1.1.0.5: Increase the number of data sets made available via State Geoportal.
Digital Strategy / TOAC	Empowering Partners: • Domain-Specific Expertise Training: Implement UX-driven tools to enhance staff efficiency and task usability.	1.1.1.0.10: Identify and establish staff training pathways for joining desired domain-specific professional services teams by the end of Q3 2025.

Outcome 1.2: Accessible

Objective 1.2.1.0: Digital Literacy

Ensure that all Californians, particularly the most vulnerable, can fully participate in today's digital society.

Source	Action Project	Measured Results
Digital Equity	Revise, launch and complete implementation of Digital Equity Mapping Tool 2.0 to further develop state asset inventory.	1.2.1.0.1: Baseline the continuation of the building of the statewide asset inventory.
Digital Equity	Fund and implement a statewide digital literacy platform to promote digital inclusion best-practices.	1.2.1.0.2: Complete the funding and implementation of a statewide digital literacy platform.
Digital Equity	Fund and implement a statewide technology workforce development platform to provide access to training and apprenticeships.	1.2.1.0.3: Complete the funding and implementation of a statewide technology workforce development platform.
Digital Equity	Maintain and support the statewide digital inclusion best-practices.	1.2.1.0.4: Re-launch six workgroups as Outcome Area Communities of Practice to meet quarterly over the next five years.
Digital Equity	Launch and award digital equity subgrant program.	1.2.1.0.5: Launch digital equity subgrant program. 1.2.1.0.6: Award $45M digital equity subgrants by August 2025.
Digital Equity	Partner with state agencies delivery digital inclusion services.	1.2.1.0.7: Establish inter-agency agreements with HCD and CDCR digital inclusion programs.
Digital Equity	Continue promotion of the low-cost service offers, or a successor program to the Affordable Connectivity Program, in partnership with Digital Equity Subgrantees and the "Get Connected!" California Mobilization effort, to increase enrollment in low-cost internet plans. Re-establish partnerships with other agencies that offer programs to low-income households to raise awareness of low-cost home internet service options.	1.2.1.0.8: Complete the promotion of consumer subsidy programs and re-establish partnerships with other state agencies.
Digital Strategy / TOAC	Human-Centered Design: *Leverage quarterly Digital Web Services Network (DWSN) group to advance human-centered design and inclusion.	1.2.1.0.9: By the end of Q4 2025, ensure human-centric topics are included as a standing agenda item in all four DWSN meetings.

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Outcome 1.3: Responsive

Objective 1.3.1.0: Adaptable Digital Services

Simplify and streamline processes, increase the adoption of digital services, and be designed to adapt to current and future needs.

Source	Action Project	Measured Results
Digital Strategy / TOAC	Human-Centered Design: • Continue to evolve and expand the ca.gov portal.	1.3.1.0.2.a: Increase the number of unique portal users accessing integrated services by 25% by the end of Q4 2025, compared to the baseline data. 1.3.1.0.2.b: Achieve at least 75% user satisfaction with the portal experience for integrated services, as reported by surveyed users, by the end of Q4 2025.
Digital Strategy / TOAC	Efficient Growth Scaling: • Scale Digital ID across multiple pilots.	1.3.1.0.3: Achieve an annual Increase of 25% in the number of users accessing government services through the ca.gov portal by the end of Q4 2025.
Digital Strategy / TOAC	Efficient Growth Scaling: • One CDT Approach: Implement a vertical approach to eliminate silos, providing customers with a unified experience as if interacting with a single CDT instead of multiple independent offices and groups.	1.3.1.0.18: By the end of Q4 2025, baseline the customer experience.
Digital Strategy / TOAC	Efficient Growth Scaling: • Leverage growth in Cloud, platform, and SaaS: Leverage the growth by continuing to evolve Cloud services, platform services, and Software as a Service.	1.3.1.0.4: By the end of Q4 2025, baseline the utilization of Cloud services, platform services, and SaaS offerings.
Digital Strategy / TOAC	Efficient Growth Scaling: • Revamp data portal data.ca.gov. • Revamp Geo portal gis.data.ca.gov.	1.3.1.0.5: Collect requirements for new features and services to be added to statewide portals from users for input into development cycles.
Digital Strategy / TOAC	Empowering Partners: • Expand and leverage communities of practice for statewide collaboration.	1.3.1.0.6: Increase the number of departments actively participating/presenting in all communities of practice. 1.3.1.0.7: Increase the number of active communities of practice across the state.
Digital Strategy / TOAC	Human-Centered Design: • *Consider the CA Design System first when designing new or updating current web services.	1.3.1.0.8: Increase the number of state websites using CA Design System (when available). 1.3.1.0.9: Increase the number of state websites using the State Web Template.

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Source	Action Project	Measured Results
Digital Strategy / TOAC	Efficient Growth Scaling: • *Revamp Open Source code portal.	1.3.1.0.10: Increase the number of agencies/departments contributing to the Open Source portal.
		1.3.1.0.11: Increase the number of agencies/departments leveraging the Open Source portal.
		1.3.1.0.12: Establish teams dedicated to rapid, customer-focused technical advice, domain-specific expertise, and enterprise service delivery by the end of Q2 2025.
Digital Strategy / TOAC	Consultation and Technical Experts Teams: Enhance and broaden the digital service delivery options available to mission providers through consultation and technical expertise	1.3.1.0.13: Establish teams dedicated to rapid, customer-focused technical advice, domain-specific expertise, and enterprise service delivery by the end of Q2 2025.
Digital Strategy / TOAC	Implement a comprehensive modernization plan for the data center and its service offerings.	1.3.1.0.14: Develop and present three alternative strategies for efficient data center space utilization by end of Q1 2025.
Digital Strategy / TOAC	Strategic Plan for Data Center Modernization: Develop a strategic plan to modernize data center infrastructure.	1.3.1.0.15: Establish and document OTECH's strategy for service consolidation and expansion across platforms, network, and professional services by Q1 2025.
Digital Equity	Refine digital equity data and maps: • *Administer digital equity public survey.	1.3.1.0.16: Increase the number of responses to the digital equity public survey by 10% in overall, and by 5% in each California county by the end of 2025
Digital Equity	*Convene digital equity stakeholders to strengthen collaboration: • Quarterly convening of the California Broadband Council. • *Quarterly convening of the Statewide Digital Equity Implementation Group (SIG). • *Quarterly convening of the Outcome Area Community of Practice (OACP) • *Quarterly convening of the Citizens Advisory Committee.	1.3.1.0.17: By the end of Q3 2025, establish quarterly SIG and OAWG meetings to increase stakeholder touchpoints by 5% for sharing of best practices to increase efficiency.

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Goal 2: Secure California's Technology Investments

Outcomes:

2.1 Cyber Hygiene

Proactive evaluation and investment in California's Security Posture.

2.2 Cyber Resilience

Government resiliency achieved by quickly adapting to challenges.

2.3 Cyber Maturity

Readiness to defend the State's digital assets against threats.

Outcome 2.1: Cyber Hygiene

Objective 2.1.1.0: Proactive Cybersecurity

Strengthen our cyber security posture to reduce the likelihood of cyber security incidents and minimize their impact to Californians by ensuring highest risk entities are taking appropriate steps to reduce risk.

Source	Action Project	Measured Results
Cal-Secure / ISAC	Improve statewide security enterprise risk management.	2.1.1.0.1 (KR1.1.1) Brief the five high-risk department directors/heads on their accountability to resolve their critical and high-priority vulnerabilities (report on advisory workshops). 2.1.1.0.2 (KR1.1.2) On-board the fifteen departments at the bottom of the risk ratings list onto internal SOC monitoring.
Cal-Secure / ISAC	*Create a cybersecurity career path toolkit.	2.1.1.0.3 (KR1.1.3) Establish "Advisor Services Program" points of contact with (110) reporting entities.
Cal-Secure / ISAC	Create cybersecurity strategy development tools.	2.1.1.0.4 (KR1.1.4) Provide "Advisory Services" to (50) departments in assistance with remediation.
Cal-Secure / ISAC	Provide security operations services.	

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Outcome 2.2: Cyber Resilience

Objective 2.2.1.0: Adaptable Cybersecurity

Revise all information security policies and standards, frameworks, or strategic plans that align with the current and future threat landscape and further develop and update the Statewide Information Management Manual (SIMM) to provide information security leadership, vision, and strategy for state entities.

Source	Action Project	Measured Results
Cal-Secure / ISAC	*Enhance Executive Branch cybersecurity workforce-tailored workshops.	2.2.1.0.1 (KR2.1.1) Increase CyberScholar enrollments in ISO Standard Training 101 by 35%, which calculates to (175) additional participants.
Cal-Secure / ISAC	*Extend statewide risk management participation to include agency secretaries and department directors.	2.2.1.0.2 (KR2.2.1) Develop (2) new Statewide Information Management Manual (SIMM) standards, instructions, forms, and/or templates.
Cal-Secure / ISAC	Align cybersecurity roles with the Federal NICE framework.	2.2.1.0.3 (KR2.2.2) Update (6) existing Statewide Information Management Manual (SIMM) standards, instructions, forms, and/or templates.

Outcome 2.3: Cyber Maturity

Objective 2.3.1.0: Advanced Cybersecurity

Simplify and Align the OES Statewide Maturity Metric Scoring Methodology with New and Revised Federal Standards and Frameworks by revising SIMM 5300-C Cybersecurity Maturity Metric scoring to align with NIST CSF 2.0, simplifying scoring criteria, and modifying weighting to present a better picture of risk.

Source	Action Project	Measured Results
Cal-Secure / ISAC	Realignment of audit program with NIST CSF 2.0.	2.3.1.0.1 (KR3.1.1) Produce (4) new CMM metrics.
Cal-Secure / ISAC	Transform state cybersecurity policies and standards.	2.3.1.0.2 (KR3.1.2) Publish (10) new CMM policy guideline templates.
Cal-Secure / ISAC	Modernize cybersecurity procurement.	2.3.1.0.2 (KR3.1.2) Publish (10) new CMM policy guideline templates.
Cal-Secure / ISAC	*Leverage community-led groups for the development of cybersecurity technology requirements.	2.3.1.0.3 Establish, along with Cal-CISC and OES, at least five active partnerships with federal, industry, and academic organizations, leading to implementing three new cybersecurity innovations or solutions by the end of 2025.
Cal-Secure / ISAC	Develop and publish Cal-Secure v2.0.	

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Goal 3: Strengthen California's Public Sector Technology Workforce for Today and Tomorrow

Outcomes

3.1 Prepared

A ready, capable, and diverse technology workforce.

3.2 Engaged

Positive employee experience and investment.

3.3 Destination Employer

Known as a place to grow a mission-driven technology career.

Outcome 3.1: Prepared

Objective 3.1.1.0: Prepared Technology Workforce

Prioritize learning and skills development, promote career growth through training, and foster a world-class workforce equipped to adopt emerging technologies.

Source	Action Project	Key Results
WDAC	Tailor courses to meet the needs of the technology business community, guided by the findings from the *Statewide IT Training Coordinator Annual Survey	3.1.1.0.1 Expand the IT training courses available to the technology workforce by 10% by the end of 2025.
WDAC	Prepare the next generation of IT Leaders through CDT's *CIO Academy	3.1.1.0.2 Increase the number of CIO Academy or Bootcamp graduates who receive IT promotional opportunities because of their newly achieved knowledge, skills, and abilities by the end of 2025.
WDAC	Prepare the next generation of IT Leaders through CDT's *Boot Camps • Cybersecurity • Emerging IT Leaders	
WDAC	*Generative Artificial Intelligence (GenAI) Workforce Development: Facilitate IT Training for GenAI	3.1.1.0.3 Ensure every CIO can provide training to all their IT employees in at least one emerging technology (e.g., AI, blockchain, cybersecurity) by the end of 2025.
WDAC	*Project: Training and Education Center Modernization	

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Outcome 3.2: Engaged

Objective 3.2.1.0: Engaged Technology Workforce

Maintain effective IT workforce planning strategies, inspire a statewide technology culture, and implement robust knowledge-sharing opportunities.

Source	Action Project	Measured Results
WDF	Increase Public/Private Technology Workforce Training Partnerships	3.2.1.0.1 Increase technology training conducted by local partners by 10% by the end of 2025.
WDAC	Expand the demand and supply of CDT Academies and Boot Camps: • IT Leadership • Project Management • Cybersecurity Leadership	3.2.1.0.2 Increase participation in statewide technology events by 10% by the end of 2025, reflecting a stronger and more engaged technology culture.

Outcome 3.3: Destination Employer

Objective 3.3.1.0: Destination Employer

Streamline hiring processes, align recruitment, retention, and development activities with industry best practices, and adopt the Workforce Development Framework from GovOps/CalHR.

Source	Action Project	Measured Results
WDF	Increase IT and Cybersecurity Pipelines: Internships and Fellowships	3.3.1.0.1 Reduce the average time-to-hire for technology positions by 10% by June 2025.
WDAC	*Expand Folsom/Cordova USD Career Technical Education Summer Preceptorship Program	
WDAC	Expand IT/Cyber Recruitment Job/Career Fairs and Education Summits: CA Career Forum	3.3.1.0.2 Increase job-seeker participation in IT/cyber recruitment and job fairs by 10% by June 2025.
WDAC	Develop and Publish New Class: How to Get Into IT	
WDF	Enhance Opportunity at Work (OAW) Public Sector Hub (WDAC to serve as Technical Advisor)	

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Goal 4: Align Strategy Execution Across the State

Outcomes:

4.1 Shared Purpose

Collective success achieved through collaboration and integration.

4.2 Strategic Progress

Defined and prioritized technology decisions.

4.3 Performance Excellence

Clearly demonstrated measurable results.

Outcome 4.1: Shared Purpose

Objective 4.1.1.0: Aligned Technology Strategy

Align agency and department technology goals to the statewide technology strategic plan, promote cross-agency participation in technology governance, and foster collaboration with technology and business leaders to ensure strategic alignment in technology execution.

Source	Action Project	Measured Results
SISMO	Develop 2026 Roadmap.	4.1.1.0.3: Establish a baseline for the number of strategically aligned projects by Q1 2025 and increase this number by 10% by the end of Q4 2025.
SISMO	*Engage Stakeholders in Roadmap Development.	4.1.1.0.2: By the end of Q4 2025, every state agency represented by an Agency Information Officer (AIO) contributes 3 to 5 action projects to the 2026 Roadmap.

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Outcome 4.2: Strategic Progress

Objective 4.2.1.0: Prioritized Technology Strategy Management

Seize agile opportunities, prioritize a comprehensive technology portfolio, and recognize, reward, and grow technology strategy management successes.

Source	Action Project	Measured Results
SISMO	Implement and manage the adoption of E26 and the 2025 Roadmap.	4.2.1.0.2: Facilitate alignment and adoption management activities by conducting six events by the end of Q4 2025.
SISMO	*Implement and manage the adoption of the Statewide Technology Strategy Planning Methodology	4.2.1.0.3: Implement an E26 recognition program that leads to a 10% increase in reported strategically aligned success stories by the end of Q4 2025.
		4.2.1.0.4: Conduct two methodology training sessions and establish a baseline for the number of website hits by the end of Q4 2025.

Outcome 4.3: Performance Excellence

Objective 4.3.1.0: Statewide Technology Strategy Results

Execute statewide technology strategies, achieve desired outcomes, and provide annual reports on technology accomplishments across agencies and departments.

Owner	Action Project	Measured Results
SISMO	Collect 2025 Roadmap OKR data.	4.3.1.0.2: Publish an annual report by the end of Q4 2025, providing status on 100% of the roadmap items. 4.3.1.0.3: Complete the creation of the Quarterly Progress Dashboard System for OKR Reporting by Q2 2025.
SISMO	Refine E26 OKRs.	
SISMO	Create Quarterly Progress Dashboard System for OKR Reporting.	
SISMO	Support publishing of 2025 Annual Accomplishments.	

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Goal 5: Continually Future-Proof the Business of Government

Outcomes:

5.1 Public Trust

Increased reliability of government operations.

5.2 Modularity

Adaptive and flexible solutions that meet changing demands.

5.3 Emerging Tech Readiness

Government that evolves at the pace of technology advancements.

Outcome 5.1: Public Trust

Objective 5.1.1.0: Trusted Government Services

Achieve a shared understanding among business and technology leaders on future-proofing government services, strengthening emergency preparedness, and adopting the Cloud Smart approach to maximize technology investments.

Source	Action Project	Measured Results
PDAC	Establish Baseline Measures of Trusted Government Services	5.1.1.0.1: Baseline the agreement among business and technology leaders on the strategic roadmap for future-proofing government services by Q4 2025.
		5.1.1.0.2: Baseline the success rate in simulated emergency response exercises, demonstrating readiness and effectiveness in handling critical incidents by Q4 2025.
		5.1.1.0.3 Baseline the IT infrastructure costs and level of system uptime and reliability through successful cloud migration projects by Q4 2025.
Data Strategy	Develop a Prototype of Data Readiness Approach	5.1.1.0.1: Baseline the agreement among business and technology leaders on the strategic roadmap for future-proofing government services by Q4 2025.

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

Outcome 5.2: Modularity

Objective 5.2.1.0: Adaptable Government Services

Establish an Adaptive Solutions Framework that encourages use of statewide solutions while supporting unique value delivered by programs throughout agencies and departments.

Source	Action Project	Measured Results
PDAC	*PAL Update/Reform	5.2.1.0.1: Rollout the updated PAL process for GenAI IT projects from state entities by Q2 2025.
PDAC	Expand the Project Lessons Learned Database to include the Project Approval Lifecycle	5.2.1.0.2: Rebaseline operational friction points within one year of process mining implementation.
PDAC	*Project Content Management (CMS) and Data Reporting Infrastructure	5.2.1.0.3: Baseline percentage of projects incorporating methodologies and demonstrating increased responsiveness to changing demands.
Data Strategy	Conduct outreach for strategic alignment related to Reference Architectures (ODI/CDT Joint Effort for 2025)	5.2.1.0.2: Rebaseline operational friction points within one year of process mining implementation.

Outcome 5.3: Emerging Tech Readiness

Objective 5.3.1.0: Advancing Government Services

Emerging Technology Governance Framework.

Source	Action Project	Measured Results
PDAC	*Facilitate Policy Creation through Enterprise Architecture Community of Practice and the Statewide Security Framework	5.3.1.0.1: Baseline increases the adoption rate of new technology solutions across State services by Q4 2025.
PDAC	*Develop policies and procedures to support GenAI Executive Order Response	5.3.1.0.2: Baseline the achievement of an average time of reduction in the policymaking cycle by Q1 2025. 5.3.1.0.3: Achieve an average-time reduction in the policymaking cycle by Q4 2025.
PDAC	*Request for Innovative Ideas (RFI^2), a new flexible approach to procurement	5.3.1.0.4: Achieve an annual 10-20% increase in collaborative innovation projects and joint ventures with external partners.
Data Strategy	Conduct outreach for strategic alignment related to Open Data Roadmap to identify policy gaps (ODI/CDT Joint Effort for 2025)	5.3.1.0.2: Baseline the achievement of an average time of reduction in the policymaking cycle by Q1 2025.

Action Projects marked with an asterisk (*) are planned to be continued in the next annual E26 Roadmap.

A Closer Look at Governance

Envision 2026: California's Technology Future inspires next-level alignment of central and distributed expressions of strategic technology leadership through integrated technology strategy management.

This is the set of governance bodies that make up the central governance of the strategic use of technology in the business of government statewide:

- State Chief Information Officer (SCIO)
- State Technology Council (STC)
- Information Technology Executive Council (ITEC)
- Technology Operations Advisory Council (TOAC)
- Information Security Advisory Council (ISAC)
- Workforce Development Advisory Council (WDAC)
- Statewide Integrated Strategy Management Office (SISMO)
- Project Delivery Advisory Council (PDAC)
- Mandated Strategic Technology Governance (Executive and Legislative)

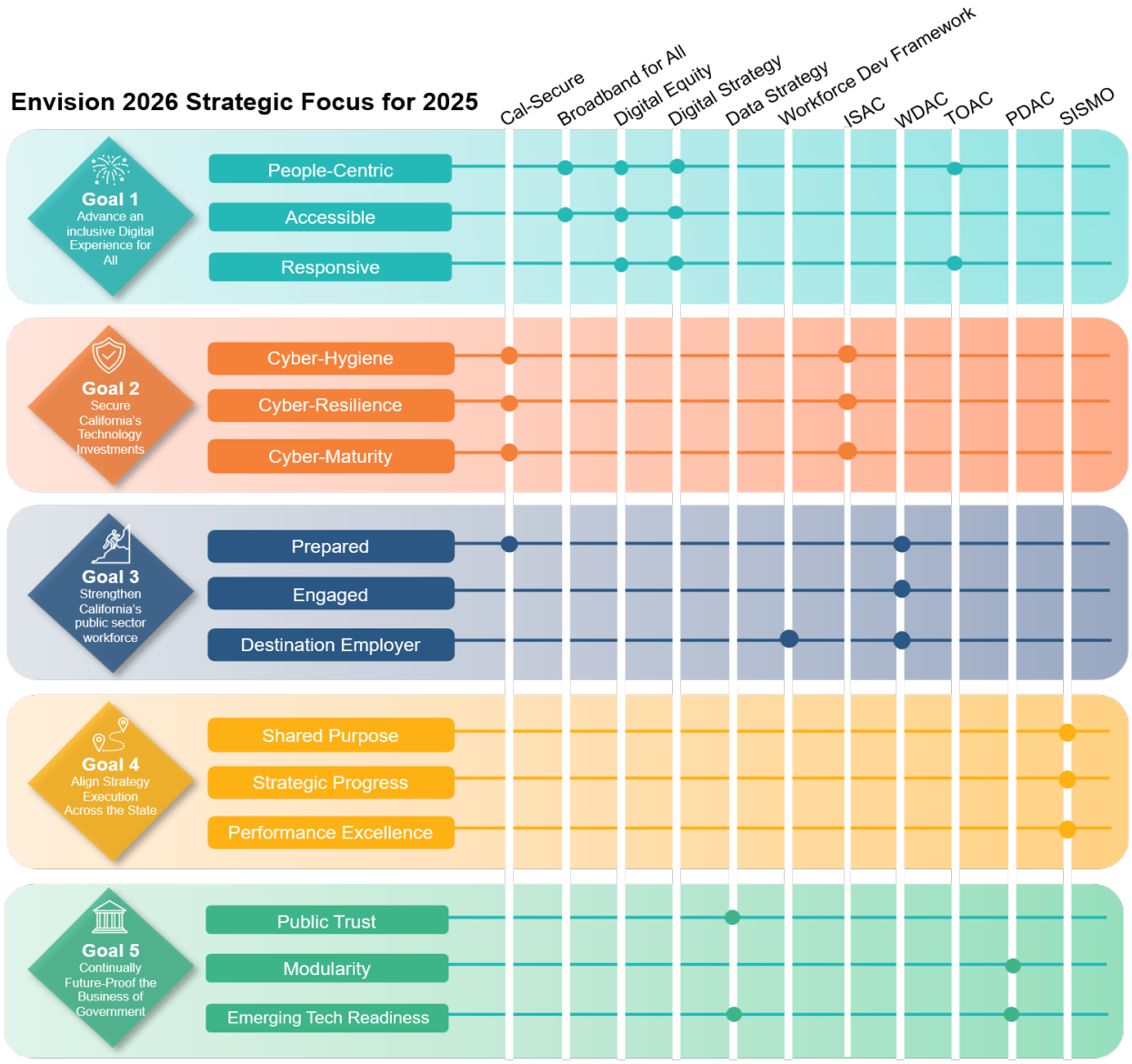
The State Technology Council (STC) is the governance body for Envision 2026 and its annual roadmaps. It delegates responsibility for governance of Envision 2026 goals to other central state government technology strategy governance bodies as shown in the following table.

Governance Body	Envision 2026 Governance
STC	Envision 2026 & Annual Roadmaps
TOAC	Goal 1
ISAC	Goal 2
WDAC	Goal 3
SISMO	Goal 4
PDAC	Goal 5

California is also advancing goal-aligned strategic initiatives in the following key focus areas:

- Cal-Secure: Enhance cybersecurity capabilities across all state entities, investing in robust security measures to protect data and infrastructure.
- Broadband for All: Expand broadband infrastructure to underserved and unserved communities, ensuring everyone can access high-speed internet.
- Digital Equity: Implement programs to make internet services more affordable for low-income households, bridging the digital divide.
- Digital Strategy: Sets the stage by providing a comprehensive framework for all levels of California Government and education systems to innovate using technology to improve experiences and services for their residents.
- Data Strategy: Prioritize developing and distributing authoritative datasets and establishing clear governance structures to manage data responsibly.
- Workforce Development Framework: Unify and enhance the skills of California's cybersecurity professionals, with a continued focus on workforce development, particularly in emerging industries and technologies.

Roadmap 2025 has achieved complete coverage of the Goals and Outcomes of Envision 2026 through the planned action projects sponsored by these governance bodies and goal-aligned strategic initiatives as shown in the following graphic.



In summary, central and distributed strategic intent are brought together into integrated technology strategy management.

Strategic Alignment

Alignment enables shared focus (prioritization) of the Envision 2026 Strategies for implementing Actions (strategic changes) through coordination of interdependencies, planning of resource allocations, scheduling of Action Projects, quarterly tracking of progress in implementing strategic changes, and annual reporting of state government technology strategy-inspired accomplishments. Envision 2026 is an overarching state government strategic plan that inspires an ecosystem of technology-driven strategic change.

Alignment in state government technology strategic change can be achieved through three main perspectives: strategic intent, progress and performance, and culture. These perspectives can work individually or in combination, forming a three-legged stool that supports effective alignment.

The Vision of Envision 2026, "Accelerate technology-driven progress to benefit all." is a call to operationalize the ways and means of achieving state government technology-driven change as was done during the emergencies experienced from 2020-2023. The ways and means included the collaboration of key stakeholders from agencies, departments, other government entities, academia, and the private sector. The people representing these stakeholders hold positions in their organizations that enable them to engage in a shared focus for the prioritized implementation of strategic technology-driven changes coordinated across organizational boundaries, as defined by the federated authority model for state government operations for the commitment of needed resources according to an interdependent schedule.

CDT has implemented a governance structure to manage strategic technology-driven change that can operationalize the successful collaborations achieved during emergencies and mandates. The Technology Strategy Management of Envision 2026 will leverage this governance structure to achieve the plan's outcomes. Envision 2026 is being used to provide immediate state government technology-driven change and to operationalize state government technology strategy management. This involves a governance structure filled with statewide stakeholders who have the authority to engage in statewide prioritization,

coordination, planning, and monitoring and controlling of state government technology-driven change.

In the past, the strategic alignment of technology-driven change has been made visible in the annual accomplishment report published by CDT on behalf of the state government stakeholders. This practice will continue. With Envision 2026, however, the alignment will become more visible in the earlier stages of statewide strategic change through the state government governance structure. This will elevate the bar for state government Technology Strategy Management as stated by goal four of Envision 2026 and introduce a quarterly progress reporting dashboard.

To help facilitate the visibility and effectiveness of state government technology-driven change alignment, CDT is establishing a Statewide Integrated Strategy Management Office (SISMO) and providing a State Government Technology Strategy Planning Toolkit that Agencies, Departments, and other state government entities can use to develop their own technology strategic plans in alignment with Envision 2026.

The sustainability of statewide alignment of technology-driven change requires the adoption of these changes in the governance, planning, execution, and reporting by the California state government technology community. SISMO will help the governance team members communicate with their constituents to support this. This is the culture leg of the strategic alignment stool that will use Envision 2026 Values and Strategic Imperatives to evolve the culture to sustain this level of operationalized state government technology strategy Management.

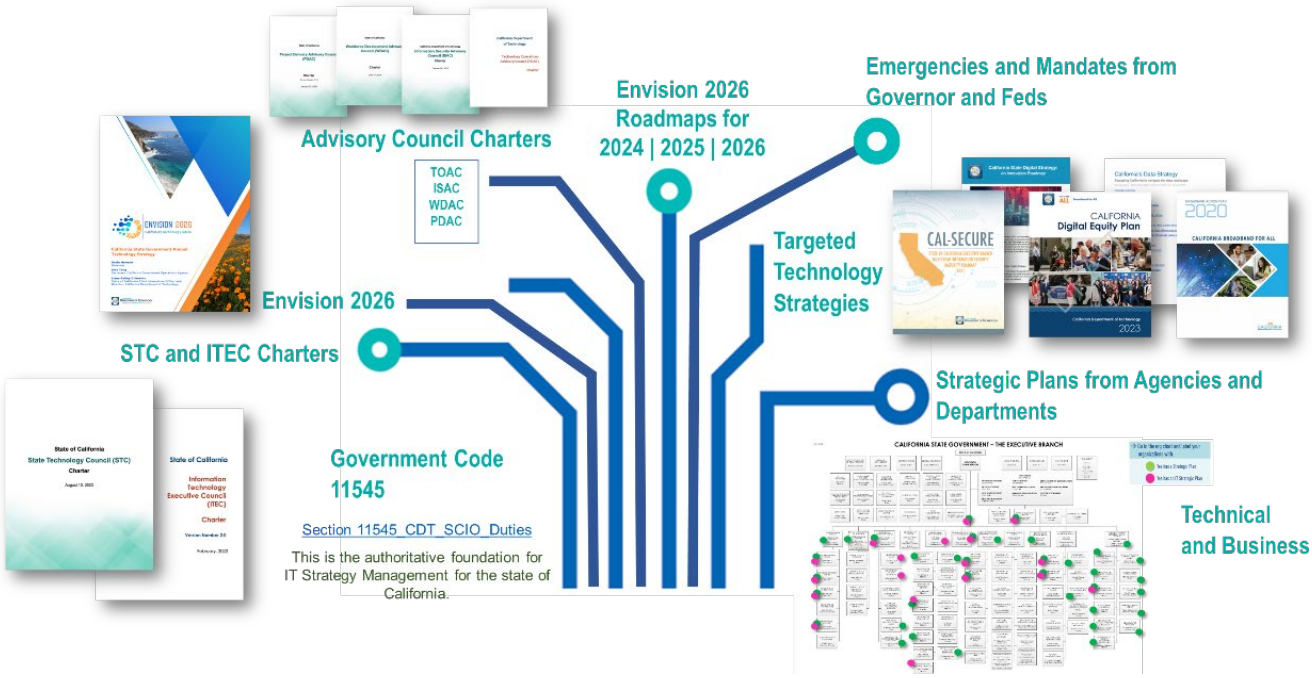
State government technology strategy management calls for state government strategic intent to be focused on strategic changes with the development of annual roadmaps. State Government Technology Strategy Planning is structured with a multi-year technology strategic plan (Envision 2026) that inspires a roadmap of state government strategic changes each year (2024, 2025, 2026). Each roadmap is structured as a set of Actions that a portfolio of Action Projects will implement.

State government technology strategic intent was developed with broad input from statewide business and technology stakeholders and published as Envision 2026: California's Technology Future. This strategy will focus on the 2024, 2025, and 2026 roadmaps, which inform the ecosystem of state government technology strategy management.

Each agency, department, and state government entity, from the executive branch to independents and constitutionals, has its own schedules and cycles for technology strategy planning. Therefore, the focus of strategic intent on portfolios of strategic change, the completion of those portfolios, quarterly progress reporting, and annual accomplishments have their own schedules and cycles.

The concept of an ecosystem is the right metaphor for the organic circumstances of state government technology strategy management. It is important to note that emergencies and mandates are also active in this ecosystem of technology-driven change.

State Government Technology Strategy Ecosystem



The next steps in advancing state government technology strategy management to operationalize the ways and means of technology-driven change, as demonstrated during the emergencies of 2020-2023, are to increase distributed and shared awareness, intentionality, and maturity.

In summary, state government technology strategy management provides multifaceted opportunities for aligning technology-driven change, from strategic plan development to focusing strategic plans with annual roadmaps, coordinated implementation of strategic changes by portfolios of strategic projects, quarterly and annual reporting of strategic progress, and the realization of strategic benefits.

How Will Success Be Measured?

Objectives and Key Results (OKR) Program

California State Government Technology Strategy Management is operating an Objectives and Key Results (OKR) Program based on the OKRs pilot program completed in 2023. It employs elements of the State's Leadership Competency Model in two specific areas:

- Vision and Strategic Thinking: Supports, promotes, and ensures alignment with the organization's vision and values. Creates a compelling future state of the unit or organization. Understands how an organization must change considering internal and external trends and influences. This is applied to the strategic intent for technologies that enable, protect, support, and innovate government business.

- Results-driven: Focuses efforts on efficiently achieving measurable and customer-driven results consistent with the organization's mission, goals, and objectives. This is applied to synergize progress in realizing the strategic intent for technologies for advancing shared infrastructure and realizing shared strategies while powering innovations in specialized government services that benefit all Californians.

This OKR program contributes to the State's overarching results-oriented management (ROM) framework, which focuses on:

- Strengthening strategic planning, Key Performance Indicators (KPIs), and other accountability metrics,

- Strengthening data collection for decision-making,

- Strengthening ongoing evaluation and adjustments,

- Strengthening employee engagement, and

- Leveraging the framework of OKRs

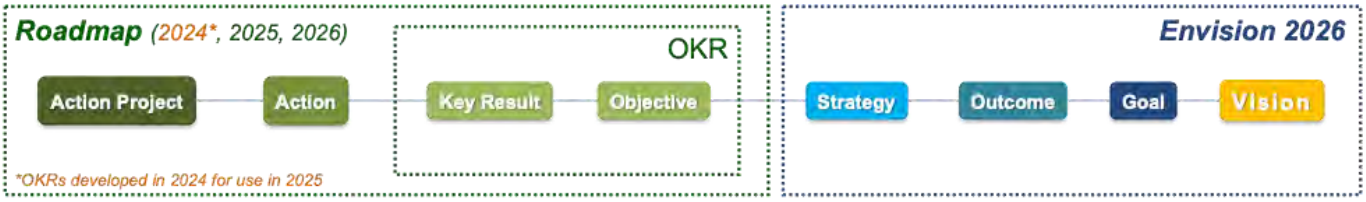
This OKR program builds on the successes of the OKR pilot program completed in 2023. It applies these ROM strategies to support agencies, departments, and other government entities in aligning measurable strategic intent, evaluating progress, and achieving desired outcomes.

This OKR program embraces an abstract conceptual view of organizations to establish a framework of thinking that can serve all the agencies, departments, and other government entities in the context of aligned California State Government Technology Strategic Intent, aligned, and distributed progress, and shared and specialized performance. Organizations

are a set of capabilities configured to produce desired operational results. Strategic changes are implemented to reconfigure the set of capabilities when different operational results are desired. The OKRs define these changes' success metrics.

In the OKR framework, the collective achievement of the *Key Results* is considered the "cause" that leads to the "effect" of achieving the *Objective*. This means that one is achieving the objective by completing the work that moves the needle on the measurable key results. Achieving the objective contributes to achieving the outcomes for the goals expressed in the strategic plan.

Envision 2026 is a call for strategic technology change through Action Projects that implement Actions that contribute to the achievement of the stated OKRs, Outcomes, and Goals. The Strategies provide high-level direction for what can be emphasized or deemphasized to steer the selection of OKRs, Actions, and Action Projects.



When you look from the Action Project to the Vision, you are viewing the future through a telescope. Looking from the Vision to the Action Project is like using a microscope to view strategic change.

Key points to highlight in the OKR framework:

OKRs' objectives are aspirational, qualitative, and directional statements that focus on the big-picture goal and the desired outcome, defining “what” an organization, team, or individual aims to become, achieve, or acquire. Qualitative objectives can be measured subjectively through surveys, interviews, focus groups, observation, case studies, analysis, audio and video recordings, or hybrid methodologies.

Key Results in OKRs are associated with the Objective and expressed in quantitative terms that are specific, measurable, and time bound. Quantitative Key Results can be measured using objective data.

Three types of OKRs allow for monitoring and measuring progress in the life cycle of change.

1. Metric

   The most common are focused on the end goal of the change, which is the benefits realized by the target beneficiaries with the operationalization of the change. These track quantitative outcomes and look like "verb + metric + from X to Y + by date."

   Example Key Result: Decrease average waiting time for specialist medical appointments from 60 to 30 days by the first quarter of fiscal year 2025/26.

2. Milestone

   A key result that marks progress in rolling out a strategic change. These track quantitative outcomes and look like "verb + noun + in X of Y + by date."

   Example Key Result: Implement a new specialist medical scheduling system in 500 of 1000 offices by the third quarter of 2026.

3. Baseline

   Used to support a Metric type OKR whose data sources are not currently ready to inform the reporting because they have yet to be identified, analyzed, configured, and baselined. This is necessary when the data used in the reporting for a Metric OKR cannot be easily acquired in a reasonable time frame.

   Example: Baseline average waiting time for specialist medical appointments by Q4 of fiscal year 2024/25.

OKR Example:

Objective (Qualitative): Improve customer satisfaction with specialist medical services.

Key Results (Quantitative):

1. (Metric) Decrease average waiting time for specialist medical appointments from 60 to 30 days by the first quarter of fiscal year 2025/26.
2. (Milestone) Implement a new specialist medical scheduling system in 500 of 1000 offices by the third quarter of 2026.
3. (Baseline) Baseline the average waiting time for specialist medical appointments by Q4 of fiscal year 2024/25.

References

Acronym Definitions

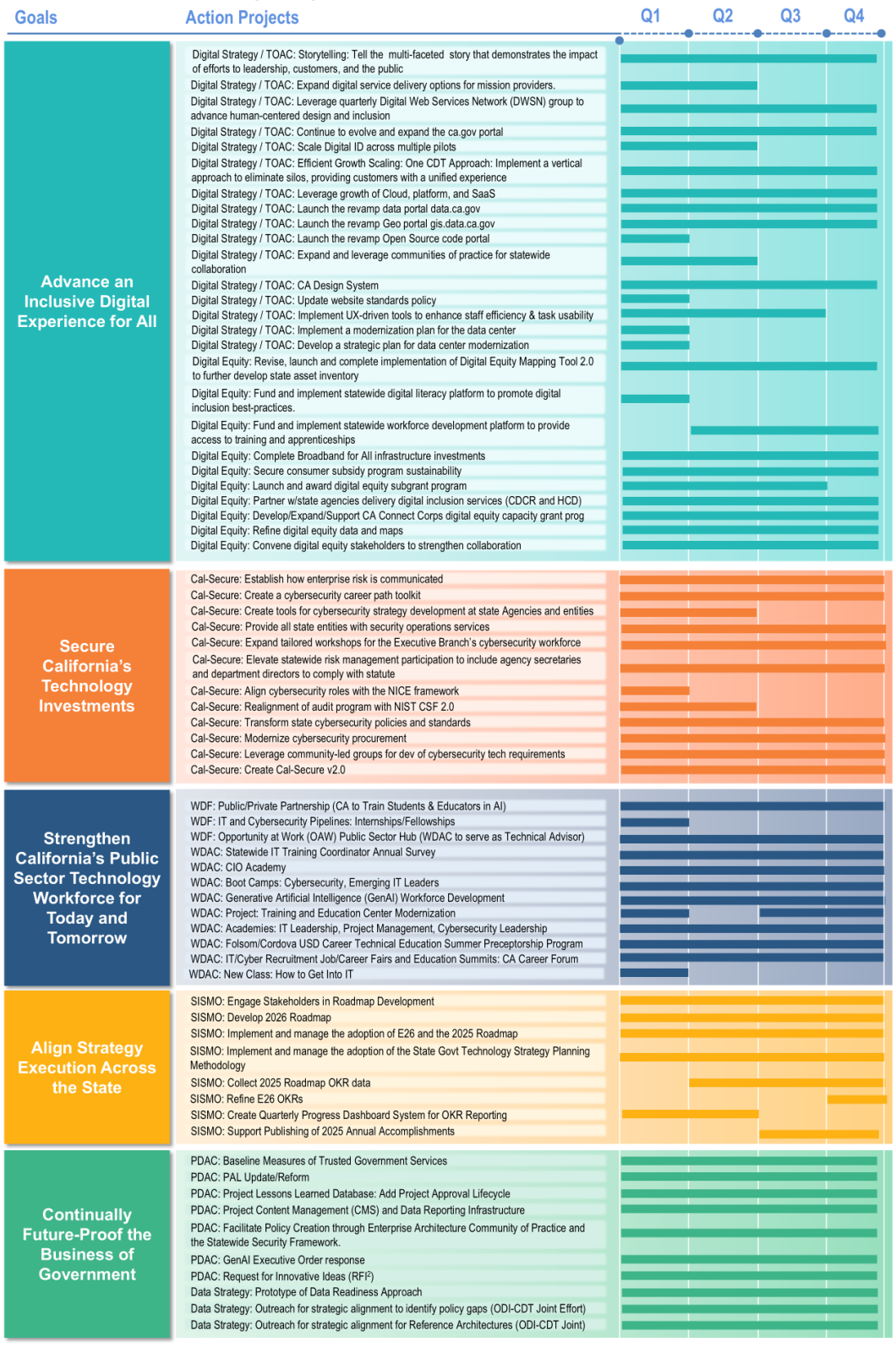
Acronym	Definition
CBC	California Broadband Council
CWDB	California Workforce Development Board
DIF	Data and Innovation Fund Committee
E26	Envision 2026
ISAC	Information Security Advisory Council
ITEC	Information Technology Executive Council
MMAC	Middle Mile Advisory Committee
PDAC	Project Delivery Advisory Council
SCIO	State Chief Information Officer
SISMO	Statewide Integrated Strategy Management Office
STC	Statewide Technology Council
TMF	Technology Modernization Fund Committee
TOAC	Technology Operations Advisory Council
WDAC	Workforce Development Advisory Council
WDF	Workforce Development Framework

Roadmap 2025 At-A-Glance

In 2025, California will build on the significant progress made in 2024 through cohesive strategic actions implemented statewide. By continuing to leverage targeted strategies and the expertise of advisory councils, the state aims to align its efforts with all five strategic goals. This unified approach is expected to drive impactful outcomes, ensuring that each strategic action contributes to the broader vision of Envision 2026 for digital inclusion and innovation. The following illustration provides an overview of the 2025 Action Projects aligned with each Envision 2026 goal and does not include detailed information. Please refer to the "Roadmap 2025 Action Project by Goal" section for additional information.

Updated 12/17/2024

Year 2 (2025) Timeline Roadmap of Envision 2026



Year 2 (2025) Cohesive Strategic Actions Across the State

In 2025, actions taken by existing targeted strategies and advisory councils will achieve outcomes aligned with all five strategic goals:

Goal 1 – Advance an inclusive Digital Experience for All

Goal 2 – Secure California's Technology Investments

Goal 3 – Strengthen California's Public Sector Workforce for Today and Tomorrow

Goal 4 – Align Strategy Execution Across the State

Goal 5 – Continually Future-Proof the Business of Government