



**ENVISION 2026**

California's Technology Future

## California State Government Annual Technology Strategy

**Gavin Newsom**  
Governor

**Amy Tong**  
Secretary, California Government Operations Agency

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



California  
**DEPARTMENT OF TECHNOLOGY**  
STRATEGY INNOVATION DELIVERY



## Table of Contents

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Message from the State CIO .....	1
Introduction and Call to Action.....	2
Purpose, Vision, & Values .....	3
Strategic Imperatives .....	4
Goals and Priorities .....	5-20
Goal 1: Advance an Inclusive Digital Experience for All.....	6-8
Goal 2: Secure California's Technology Investments.....	9-11
Goal 3: Strengthen California's Public Sector Technology Workforce for Today and Tomorrow.....	12-14
Goal 4: Align Strategy Execution Across the State.....	15-17
Goal 5: Continually Future-Proof the Business of Government.....	18-20
Message of Gratitude From the California State Government Annual Technology Strategy Sponsors.....	21



## Message From the State CIO

As the State Chief Information Officer, I am honored to partner with Agency Chief Information Officers in our role as the State Technology Council to sponsor our state government annual technology strategy – Envision 2026: California’s Technology Future. Envision 2026 reflects our belief in the transformative power of technology and a dedication to positive change. It builds on the momentum of the previous strategy and capitalizes on California’s standing as a global technology leader to offer strategic guidance on how technology can effectively meet the diverse needs of Californians in an ever-evolving digital landscape.

Our overarching strategy emphasizes an unwavering commitment to advancing digital transformation across all facets of state government. While each of these facets can have technology strategies of their own, Envision 2026 aims to seamlessly integrate and amplify these targeted approaches, ensuring they complement one another. This inclusive perspective encompasses a wide spectrum, from legal frameworks and regulations to federal programs and collaborative partnerships with private companies - all working together to propel us toward progress.

Simply put, Envision 2026 provides guidance to agency and department information officers to align their strategic goals to achieve a smarter, more resilient, and inclusive California.

At the core of this transformative journey are three strategic imperatives:

**People First** - We are dedicated to ensuring equitable access to technology and digital services for all Californians, bridging the digital divide and empowering everyone.

**Security Always** - We are committed to prioritizing the needs of our residents while ensuring the highest standards of cybersecurity to safeguard their data, privacy, and well-being.

**Lead with Purpose** - We encourage every stakeholder to embrace their role as a leader in driving positive change, fostering innovation, and shaping the future of our State.

Additionally, we are implementing performance management and improvement processes to enhance the efficiency and adaptability of our state government. Our goal is to accelerate positive change to benefit all Californians by leveraging technology with transparency, collaboration, and innovative thinking.

In conclusion, I am confident that by working together and embracing Envision 2026, we can shape a brighter, more resilient future for our State. Together, we will ensure that every Californian has an equal chance to thrive in the digital era.

**Liana Bailey-Crimmins**

Director and State Chief Information Officer



## Introduction

California's overarching state government annual technology strategy, Envision 2026: California's Technology Future, will guide our state government technology community in the strategic and equitable use of technology to serve Californians through innovative digital government services.

Over the next three years we will serve the people by leveraging California's role as a global technology leader, accelerating technology-driven progress to benefit all. This strategic journey is powered by the principles of transparency, collaboration, and innovation. Our approach prioritizes people first, ensuring their needs are met while maintaining unwavering commitment to security.

### We will lead together with purpose to achieve our five shared goals:

1. Advance an inclusive digital experience for all to be people-centric, accessible, and responsive.
2. Secure California's technology investments to have cyber hygiene, cyber resilience, and cyber maturity.
3. Strengthen California's Public Sector technology workforce for today and tomorrow to be prepared, engaged, and a destination employer.
4. Align strategy execution across the state to have shared purpose, strategic progress, and performance excellence.
5. Continually future-proof the business of government to have public trust, modularity, and emerging tech readiness.

This approach will advance a comprehensive set of strategic transformations at the state level throughout each year of this strategic plan. The State Technology Council will actively promote alignment between the targeted technology strategies of agencies and departments in harmony with the overarching state government technology strategy. This effort will amplify the value to Californians as they use government provided services. Additionally, we will mark our achievements annually by transparently reporting progress toward our goals.

### Our Call to Action!

Plan for the future! Envision 2026 guides us for the next three years. Let's make it happen by outlining and achieving our goals step by step from 2024 to 2026. Join us on this transformative journey toward progress!



## Purpose

**Serve the people by leveraging California's role as a global technology leader.**

## Vision

**Accelerate technology-driven progress to benefit all.**

## Values

### Transparency

We are transparent with our plans and actions to foster trust, demonstrate integrity, encourage accountability, and promote the building of strong relationships.

### Collaboration

We collaborate to bring together diverse perspectives, experiences, and skills to better generate new ideas, solve complex problems, and generate a sense of belonging.

### Innovation

We innovate to improve the experience and well-being of the peoples, workers, and visitors of the State of California.

# Strategic Imperatives

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## People First

We are dedicated to ensuring equitable access to technology and digital services for all Californians, bridging the digital divide and empowering everyone.

## Security Always

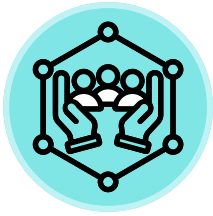
We are committed to prioritizing the needs of our residents while ensuring the highest standards of cybersecurity to safeguard their data, privacy, and well-being.

## Lead with Purpose

We encourage every stakeholder to embrace their role as a leader in driving positive change, fostering innovation, and shaping the future of our state.



# Goals



**Advance an Inclusive  
Digital Experience  
for All**



**Secure California's  
Technology Investments**



**Strengthen California's Public  
Sector Technology Workforce  
for Today and Tomorrow**



**Align Strategy Execution  
Across the State**

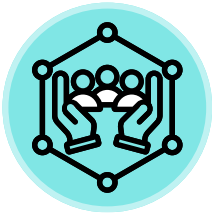


**Continually Future-  
Proof the Business  
of Government**



## GOAL 1

# Advance an Inclusive Digital Experience for All



### Outcome

#### **People-Centric:**

A positive people-focused digital experience.

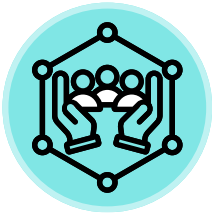
### Strategies

- Engage with Californians to continuously improve state services, including historically disadvantaged and underserved communities.
- Leverage data to identify new digital service opportunities and improve digital service experiences.
- Establish a continuous improvement mindset and leverage proven process improvement methodologies.



## GOAL 1

# Advance an Inclusive Digital Experience for All



### Outcome

#### **Accessible:**

Accessibility and inclusion across all digital channels.

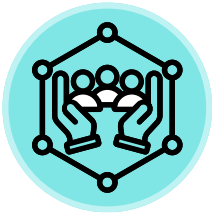
### Strategies

- Enable Californians to have access to the technology and digital skills they need to participate fully in today's society.
- Ensure vulnerable and marginalized communities are being served equitably.
- Embed equity in all digital services including the use of human-centered design, plain language, and accessibility standards.



## GOAL 1

# Advance an Inclusive Digital Experience for All



### Outcome

#### **Responsive:**

Digital services meet Californians where they are.

### Strategies

- Simplify and streamline the way Californians request and receive government services.
- Increase the adoption of digital services.
- Design services to meet today's and tomorrow's needs.



## GOAL 2

# Secure California's Technology Investments



### Outcome

#### **Cyber Hygiene:**

Proactive evaluation and investment in California's security posture.

### Strategies

- Prioritize and strengthen the health and security of the State's technology assets.
- Improve awareness of the constant, changing, and increasing risks, threats, and impacts of cybersecurity events.

## GOAL 2

# Secure California's Technology Investments



### Outcome

#### **Cyber Resilience:**

Government resiliency achieved by quickly adapting to challenges.

### Strategies

- Safeguard the State's data and technology assets from malicious attacks.
- Proactively monitor all attack surfaces for vulnerabilities, exposures, and malicious activity.
- Perform robust risk analysis and testing that prioritizes business continuity, disaster recovery, and incident response plans.



## GOAL 2

# Secure California's Technology Investments



### Outcome

#### **Cyber Maturity:**

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

### Strategies

- Optimize the impact of cyber security statutes, regulations, policies, and standards.
- Prepare the State to prevent and respond to dynamic digital security threats.
- Actively collaborate with federal, industry, and academia experts to leverage private sector research & development.





## GOAL 3

# Strengthen California's Public Sector Technology Workforce for Today and Tomorrow

### Outcome

#### **Prepared:**

A ready, capable, and diverse technology workforce.

### Strategies

- Prioritize learning and skills development.
- Promote career growth through training.
- Foster a world-class workforce that is equipped to adopt emerging technologies.



## GOAL 3

# Strengthen California's Public Sector Technology Workforce for Today and Tomorrow

### Outcome

#### **Engaged:**

Positive employee experience  
and investment.

### Strategies

- Maintain effective technology workforce planning strategies.
- Inspire a statewide technology culture.
- Implement robust knowledge-sharing opportunities.



## GOAL 3



# Strengthen California's Public Sector Technology Workforce for Today and Tomorrow

### Outcome

#### **Destination Employer:**

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

### Strategies

- Streamline hiring processes to be consistent and timely.
- Align recruitment, retention, and development activities with industry best practices.
- Adopt the Workforce Development Framework (GovOps/CalHR).





## GOAL 4

# Align Strategy Execution Across the State



### Outcome

#### **Shared Purpose:**

Collective success achieved through collaboration and integration.

### Strategies

- Align agency and department technology goals to the state government annual technology strategic plan.
- Promote cross-agency participation in all state government technology governance committees.
- Collaborate with technology and business leaders across the State to achieve alignment in technology strategy execution.

## GOAL 4

# Align Strategy Execution Across the State



### Outcome

#### **Strategic Progress:**

Defined and prioritized technology decisions.

### Strategies

- Seize agile opportunities to execute technology strategies and achieve technology outcomes.
- Establish a comprehensive portfolio of California's technology systems, standards, investments, and initiatives.
- Recognize, reward, and grow technology strategy management successes.

## GOAL 4

# Align Strategy Execution Across the State



### Outcome

#### **Performance Excellence:**

Clearly demonstrated measurable results.

### Strategies

- Share lessons learned and best practices.
- Execute the State Government Technology strategies and achieve desired outcomes.
- Demonstrate statewide progress toward achieving the goals and outcomes.
- Annually report Agency and Department State Government Technology accomplishments.



## GOAL 5

# Continually Future-Proof the Business of Government



### Outcome

#### **Public Trust:**

Increased reliability of government operations.

### Strategies

- Develop shared understanding among business and technology leaders on future-proofing government services.
- Strengthen the State's technical resilience through advanced planning and testing capabilities.
- Adopt the Cloud Smart approach to maximize technology investments through scalable, secure, and resilient platforms.



## GOAL 5

# Continually Future-Proof the Business of Government



### Outcome

#### **Modularity:**

Adaptive and flexible solutions that meet changing demands.

### Strategies

- Apply statewide system architecture standards to mature departments' business capabilities.
- Employ process mining techniques to identify statewide opportunities and eliminate department operational friction points.

## GOAL 5

# Continually Future-Proof the Business of Government



### Outcome

#### **Emerging Tech Readiness:**

Government that evolves at the pace of technological advancements.

### Strategies

- Create state administrative policy frameworks that promote innovative and effective technology enhancements across State services.
- Develop flexible policymaking processes sponsored by control agencies.
- Collaborate with industry, academia, and residents to identify ways to future-proof services and streamline delivery.



## Message of Gratitude from the California State Government Annual Technology Strategy Sponsors

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Creating Envision 2026 was an extraordinary undertaking. We extend our deep appreciation to the Secretaries, Undersecretaries, Directors, Chief Deputy Directors, Chief Information Officers, Control Agency Partners, Local Government Officials, Vendor Community members, and countless others who actively collaborated on this initiative. Your collective contributions helped develop impactful goals and strategies that will be pivotal for the statewide strategic use of technology over the next three years.

Your active participation in interviews, surveys, and strategic planning sessions formed the bedrock of our plan. Your insightful perspectives enriched our vision, fostering innovation and inclusivity. Through your dedication, we've set forth impactful goals and strategies that will propel us toward a brighter future.

As we move forward, let us continue to build upon this foundation, working together to achieve our shared vision. Your tireless work has not gone unnoticed, and we are truly grateful for your contributions.

Thank you for being an integral part of this remarkable journey.

With appreciation,

California State Government Annual Technology Strategy Sponsors





## California State Government Annual Technology Strategy Sponsors

**Liana Bailey-Crimmins, Chair,  
State CIO & Director**

Department of Technology

**Adam Dondro, Vice Chair & AIO**

Health & Human Services Agency

**Jared Johnson, State Deputy CIO**

Department Of Technology

**Amar Hariharan, AIO & CIO (Acting)**

Department Of Food and Agriculture

**Brian Wong, AIO**

Labor & Workforce Development Agency

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**Jennifer Chan, CIO**

California State Lottery Commission

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**Veronica Gilliard, CIO**

Department Of Justice





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