Envision 2026: California's Technology Future

Year 3: Roadmap 2026

California Department of Technology

ENVISION 2026
California's Technology Future

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Executive Summary

Envision 2026: California's Technology Future is the state's three-year strategic plan (2024-2026) for advancing and coordinating technology investments across California government. The plan establishes a framework for state agencies and departments to align technology initiatives with statewide priorities while meeting mission-specific needs. The Envision 2026 Strategic Goals are noted below:

1. Advance an Inclusive Digital Experience for All
2. Secure California's Technology Investments
3. Strengthen California's Public Sector Technology Workforce
4. Align Strategy Execution Across the State
5. Continually Future-Proof the Business of Government

Each goal has strategies and measurable outcomes with specific targets for measuring progress. These strategic changes are assigned to action projects, which are organized into annual project portfolios, referred to as Roadmaps with quarterly progress tracked and reported annually to the Legislature.

Roadmap 2026 is the third annual roadmap for Envision 2026: California’s Technology Future, advancing the strategic use of technology toward the goals of realizing the vision. Roadmap 2026 emphasizes the movement from building, operating, and innovating, while maturing from baseline to target measures. Roadmap 2026 continues the alignment of state government technology strategies across agencies, departments, and other state government entities.

Throughout 2025, technology leaders and governance bodies guided strategic changes in alignment with the vision, goals, outcomes, and strategies documented in Envision 2026. Roadmap 2026’s objectives are to focus on Envision 2026 as an annual portfolio of strategic change highlighting projects scheduled to begin implementing changes in 2026, as well as carry over projects from 2025. Technology leaders and governance bodies will guide these aligned strategic changes with quarterly tracking and annual reporting monitoring progress.

Roadmap 2026 Priorities

The following represents key priorities identified and approved by the State Technology Council (STC) for 2026. Additional action projects supporting these priorities and other strategic objectives are detailed in the Roadmap 2026 Action Projects by Goal section (pages 9-20).

- Digital experience and accessibility improvements with user-centric digital services including Digital ID.
- Emerging technologies readiness and adoption including artificial intelligence (AI).
- Cybersecurity zero trust architecture (ZTA) including cyber hygiene, resilience, and maturity.
- Workforce development with technology skills and training, employee engagement, and recruiting and retention.
- Strategic alignment with cross-agency coordination and performance measurement.
- Innovation and modernization with system health assessment framework for critical information technology (IT) systems and service digitization and consolidation.

Envision 2026, the annual roadmap, and quarterly progress reports will continue to guide our state government technology community in the strategic and equitable use of technology to serve Californians through innovative digital government services. The 2027 Roadmap, to be developed in 2026, will bridge the final year of Envision 2026 into the next three-year statewide IT strategic plan. This transition roadmap will ensure continuity, alignment, and momentum as California moves into its next phase of statewide technology planning.

Achieving Success

Approach

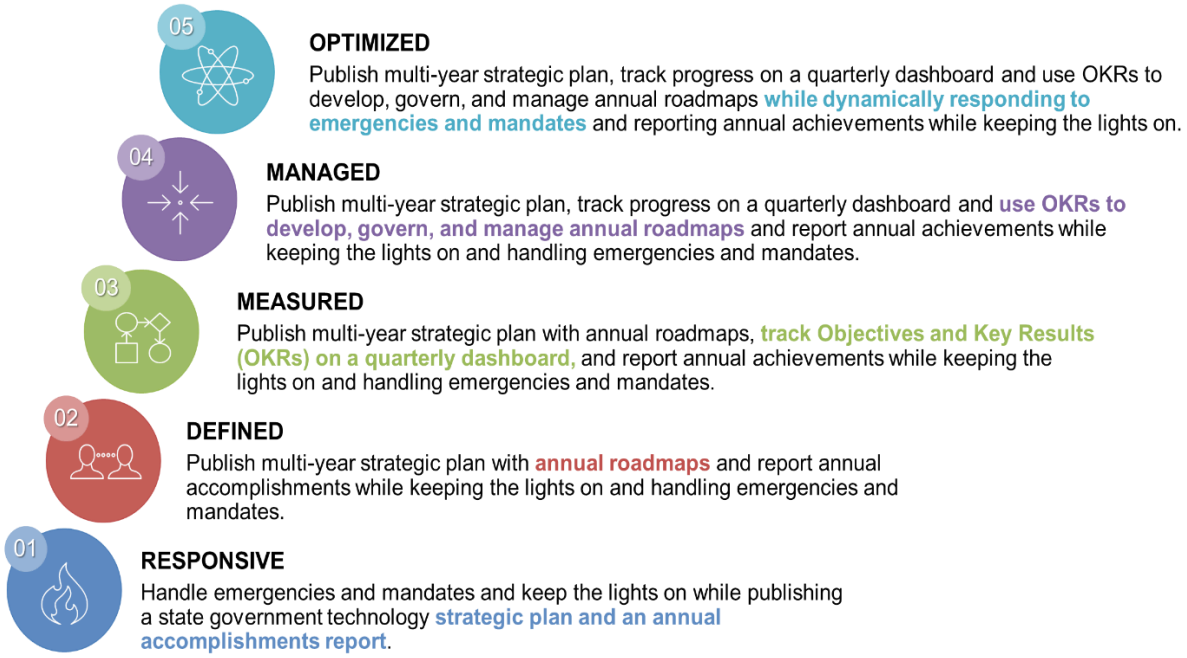
Through a combination of state technology governance, technology leadership, and strategic initiatives, strategy management forms the foundation for Envision 2026, the state's multiyear strategic plan. This comprehensive approach ensures that technology's strategic intent is aligned, well-managed, delivering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

State government technology leaders 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 steps are being taken to achieve alignment of the technology governance, strategic initiatives, and technology strategy leadership with the goals of Envision 2026:

- **Strategic Intent Framework** – Work with technology leaders and governance teams to review and update the state government technology strategy updates for Roadmap 2026.
- **Strategic Intent Project Mapping** – Work with Agency Information Officers (AIOs), Chief Information Officers (CIOs, and state government technology strategy governance Advisory Councils to collect strategically aligned projects carrying over from 2025, starting and finishing in 2026, and carrying over to 2027. Verify these interdependencies and mappings with strategic leaders.
- **Strategy Alignment, Execution, and Operationalization** – Support the reporting and awareness of active projects on Roadmap 2026 monitoring implementation across agencies and departments. Utilize the Statewide Integrated Strategy Management Office (SISMO) to monitor and track implementations and progress.

The strategy framework design supports the multi-year strategic plan through annual roadmaps, a quarterly progress dashboard, and an annual reporting of strategy-aligned achievements. This structure positions the state for operating and advancing strategy management through the Maturity Model illustrated on page 4.

Technology Strategy Management Maturity Model



Governance

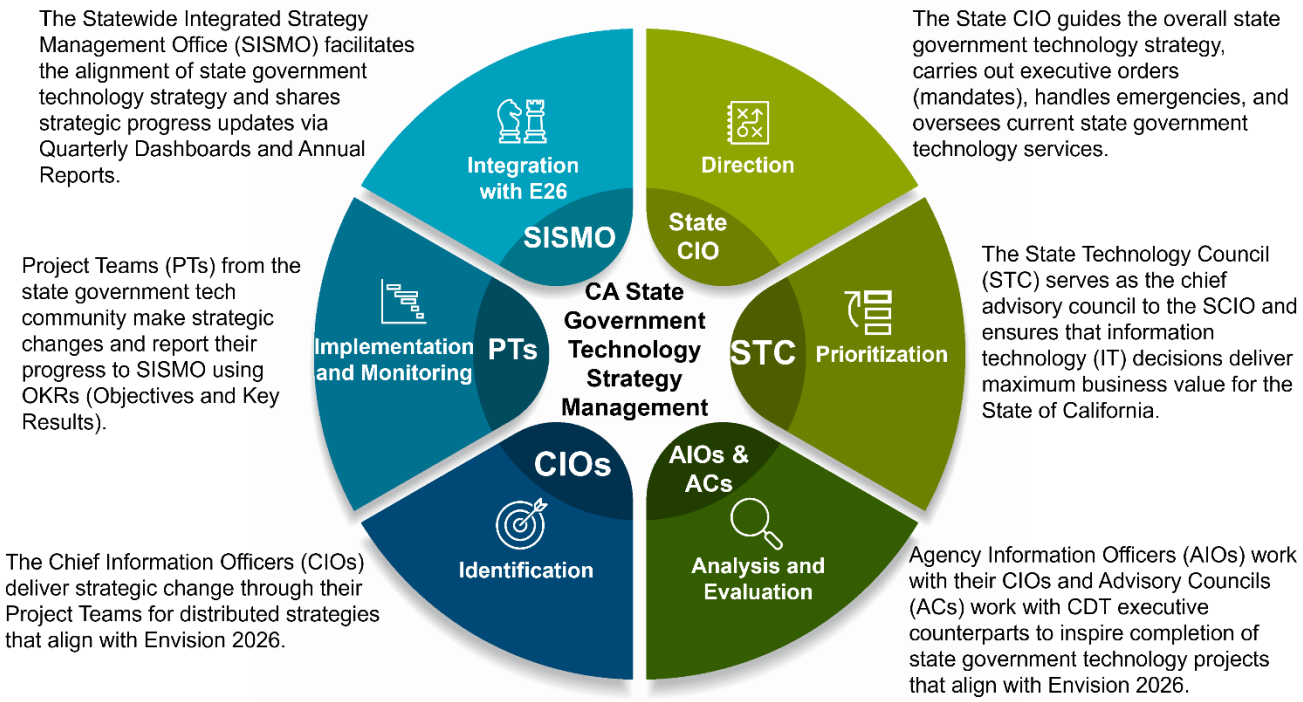
California Government Code (GC) 11545 establishes the State Chief Information Officer (SCIO) and tasks the SCIO with responsibilities including, but not limited to, 1) advising the Governor on the strategic management and direction of the state's IT resources, 2) establishing and enforcing state IT strategic plans, policies, standards, and enterprise architecture, and 3) providing technology direction to agency and department CIOs to ensure the integration of statewide technology initiatives, compliance with IT policies and standards, and the promotion of the alignment and effective management of IT services. Furthermore, existing law requires that the SCIO produce an annual IT strategic plan that guides the acquisition, management, and use of IT, and take all appropriate and necessary steps to implement the plan. In sum, this establishes the SCIO as the centralized control point for the strategic use of technology in California state government.

The governance of the California's government's technology strategic intent includes both centralized governance and distributed governance. The State operates under a federated authority model, where technology authority is distributed across multiple entities. Under normal operations, this authority is distributed to the Governor's Office, executive branch agencies and departments, constitutional government entities, and independent government entities. During emergencies or when the Governor issue mandates, distributed authority

expands to include specialized government entities created for specific purposes or existing entities assigned new responsibilities. This combination of centralized oversight through the SCIO and distributed implementation across government entities enables both strategic coordination and operational flexibility.

Envision 2026: California's Technology Future establishes a unified approach to technology strategy across California state government. The plan coordinates centralized leadership from the California Department of Technology (CDT) supported by STC with decentralized implementation by agencies and departments, ensuring that technology investments serve both statewide priorities and program-specific needs.

California State Government Technology Strategy Management Context



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

Governance Bodies and Advisory Councils

Envision 2026 and the annual roadmaps are governed by STC with delegated responsibility for goals to advisory councils, as shown in the following table.

Governance Body	Role	2026 Responsibility
State Technology Council (STC)	Overall governance	Envision 2026 strategy and annual roadmaps
Technology Innovation Advisory Council (TIAC)	Digital experience and innovation	Goal 1 (Digital Experience) and Goal 5 (Future-Proofing)
Information Security Advisory Council (ISAC)	Cybersecurity	Goal 2 (Security)
Workforce Development Advisory Council (WDAC)	Workforce development	Goal 3 (Workforce)
Statewide Integrated Strategy Management Office (SISMO)	Strategic coordination	Goal 4 (Alignment)
Project Delivery Advisory Council (PDAC)	Project methodology	Goal 5 (Future-Proofing)

See page 9 for a visual representation of how these governance bodies coordinate implementation across all goals and outcomes.

Strategy Alignment

Envision 2026 serves as the framework that brings coherence to technology planning across this diverse governmental landscape. It establishes a unified strategic direction by connecting statewide oversight from CDT and the SCIO with the practical execution carried out by agencies and departments. Alignment across the federated system is achieved through three core elements:

- **Shared Strategic Intent** – Five goals and annual roadmaps provide common direction while allowing agencies to address mission-specific needs.
- **Coordinated Implementation** – Governance councils (STC, ITEC, TIAC, ISAC, WDAC, PDAC, SISMO) facilitate cross-agency collaboration and resource planning.
- **Transparent Progress Tracking** – Quarterly OKR dashboards and annual reports ensure accountability and enable course corrections.

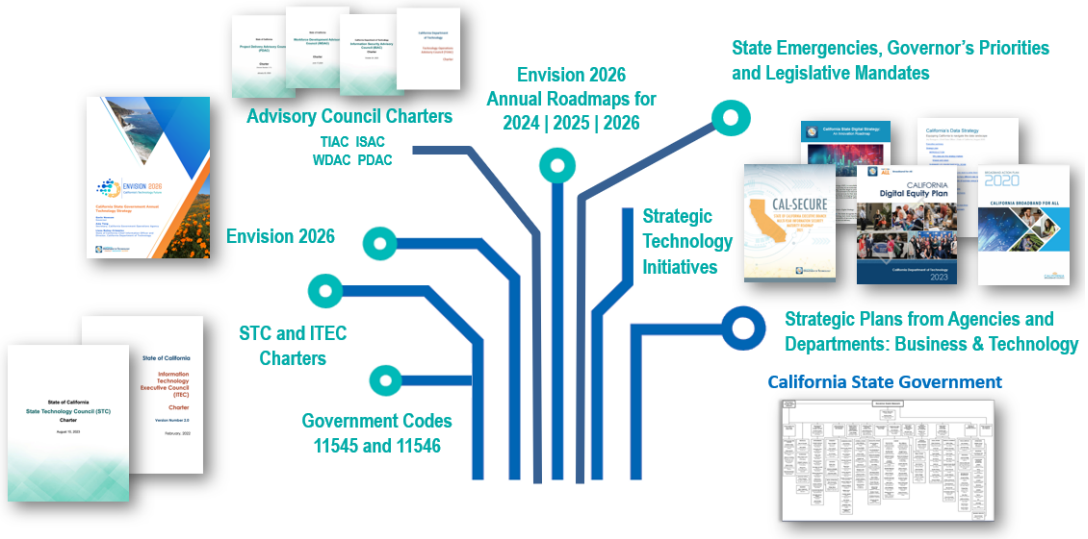
This approach builds on lessons learned during the pandemic, when rapid collaboration across organizational boundaries proved essential for delivering technology solutions at scale.

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.
- **Digital Equity** – Implement programs to make internet services more affordable for low-income households, bridging the digital divide.

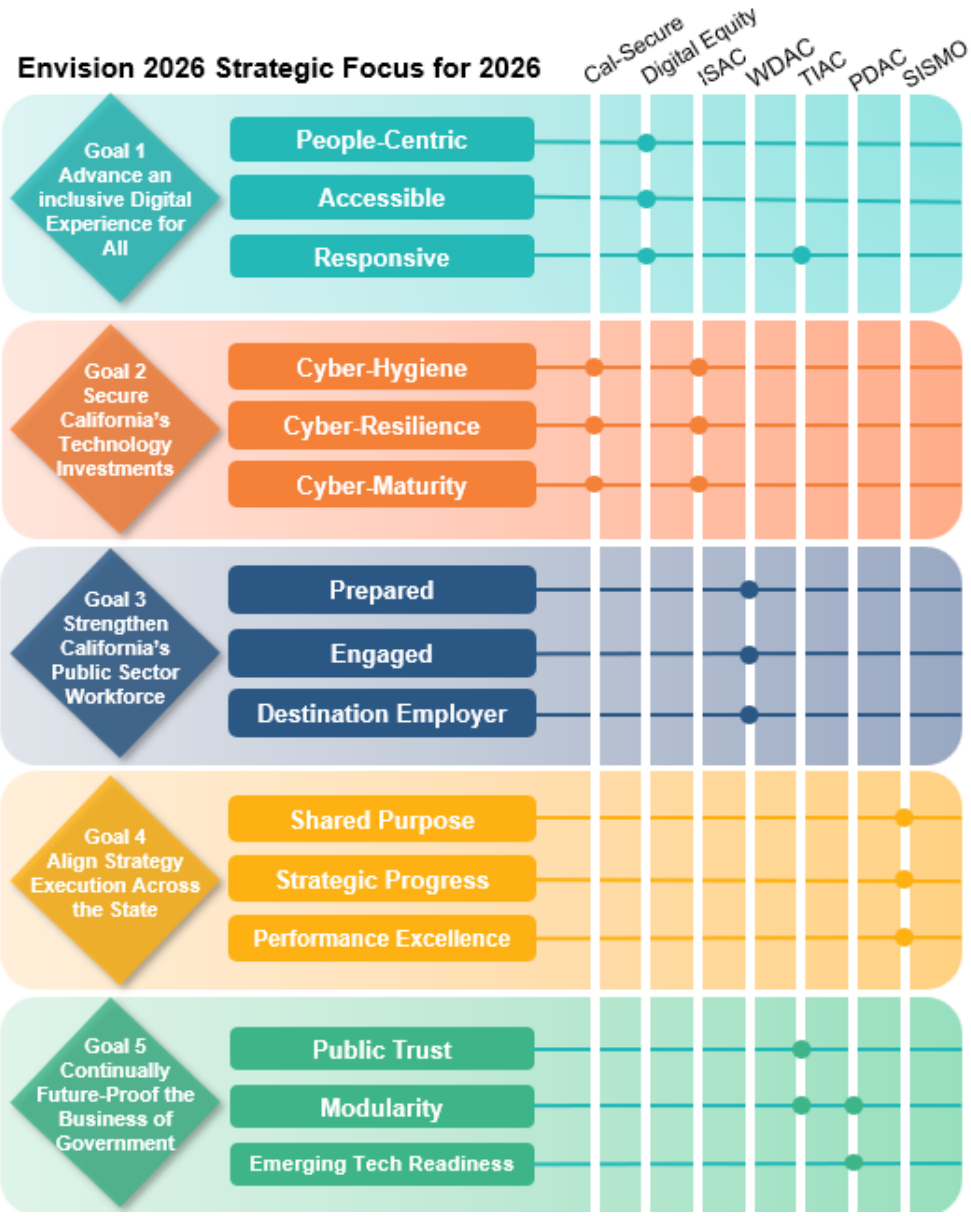
State Government Technology Strategy Ecosystem

The following image illustrates the coordinated ecosystem of California's Technology Strategy Ecosystem.



Strategic Focus Areas

The Roadmap 2026 includes action projects that address all five Envision 2026 goals and the fifteen outcomes. The following graphic illustrates how governance councils, strategic initiatives, and agency technology leaders share responsibility for implementation.[1]



[1] The Cyber Security Advisory Council (CSAC) will be established in early 2026 to take over the strategy advisory council role previously held by the ISAC. ISAC remains in place for operational activities.

Roadmap 2026 Action Projects by Goal

Action Projects marked with an asterisk (*) are planned to be continued and completed in the next annual 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: By Q4 of 2026, publish 2026 digital equity data and maps to the public that are easy to use and accessible.

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: By Q1 2026, publish baseline of the statewide digital equity asset inventory to assist local entities with identifying resources to meet their needs.

Source	Action Project	Measured Results
Digital Equity	*Maintain and support the statewide digital inclusion best-practices.	1.2.1.0.4: By Q1 of 2026, Launch Digital Equity Community Practice and Tribal Collaboration working group to meet quarterly over the next five years.

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 Equity	Refine digital equity data and maps: • *Administer digital equity public survey.	1.3.1.0.16: By Q4 of 2026, the number of responses to the digital equity public survey by 10% overall, and by 5% in each California county.
Digital Equity	*Convene digital equity stakeholders to strengthen collaboration: • Quarterly convening of the California Broadband Council. • *Monthly Digital Equity Community of Practice • Quarterly Tribal Collaboration Group*	1.3.1.0.17: By Q1 of 2026, establish monthly Digital Equity Community of Practice and Quarterly Tribal Collaboration Group meetings to increase stakeholder touchpoints by 5% for the sharing of best practices to increase efficiency.

Objective 1.3.2.0: State Digital Strategy Update

Develop plan for the update of the State Digital Strategy.

Source	Action Project	Measured Results
TIAC	State Digital Strategy Update Design	1.3.2.0.1: By Q2 of 2026, finalize key priorities and projects for the State Digital Strategy by engaging with key relevant stakeholders, including but not limited to AIOs and CIOs 1.3.2.0.2: By Q3 of 2026, publish the updated State Digital Strategy.

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.	2.1.1.0.3: (KR1.1.3) By Q4 of 2026, establish "Advisory Services Program" points of contact with 110 reporting entities.
Cal-Secure / ISAC	Enhance cybersecurity assurance for customers by validating monitoring effectiveness, addressing risks, and confirming resilience against evolving threats and anomalous activity.	2.1.1.0.5: Each quarter of 2026, conduct 25 Security Operations Center as a Service (SOCaaS) Health Checks to improve monitoring and resiliency.
Cal-Secure / ISAC	Establish a statewide Security AI Program to guide the responsible use of AI in cybersecurity, ensuring adoption aligns with federal frameworks and ethical standards. The program will equip entities with risk assessment consultations, standardized playbooks, and best practices to support consistent, secure implementation of AI across the state.	2.1.1.0.6: By Q3 of 2026, develop a guide for responsible statewide AI adoption through standards, risk assessments, and security best practices.

Source	Action Project	Measured Results
Cal-Secure / ISAC	Establish a statewide baseline cost guidance for cybersecurity spending and resources, aligned to national industry standards, to improve transparency and support informed cybersecurity investment decisions.	2.1.1.0.8: By Q2 of 2026, develop a baseline of statewide cybersecurity spending based on nationally recognized industry standards. 2.1.1.0.9 By Q3 of 2026, share findings from statewide cybersecurity spending analysis with state leaders to assist with prioritizing state cybersecurity investments.

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	Transform state cybersecurity policies and standards.	2.2.1.0.4: By Q2 of 2026, publish five additional security policy/procedure templates for departments to use to close internal security gaps. 2.2.1.0.5: By Q2 of 2026, update the library of Wave example templates to include CSF 2.0 changes. 2.2.1.0.5: By Q4 of 2026, measure the adoption of new templates by covered departments.
Cal-Secure / ISAC	Strengthen enterprise risk management by conducting director-level debriefings with high-risk agencies.	2.2.1.0.7: By Q3 of 2026, brief five high-risk agency directors/heads on responsibilities related to critical and high-priority vulnerabilities.
Cal-Secure / ISAC	Ensure statewide progress toward ZTA to establish a consistent baseline of secure identity, access, and network protections across government operations.	2.2.1.0.8: By Q4 of 2026, develop Level 1 Zero Trust policy maturity outlining implementation capacity, validated through statewide maturity assessments.

Outcome 2.3: Cyber Maturity

Objective 2.3.1.0: Advanced Cybersecurity

Simplify and align the California Office of Emergency Services (Cal 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 National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) 2.0 (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	Demonstrate measurable improvements in cybersecurity maturity for entities undergoing audits or Independent Security Assessments (ISAs).	2.3.1.0.4: By Q4 of 2026, 15% of entities show an increased score in their Cybersecurity Maturity Metric scores after an audit or ISA engagement.
Cal-Secure / ISAC	*Increase compliance reporting of System Security Plans (SSPs) for state-critical systems inventory and prioritize assets and identify statewide gaps and deficiencies.	2.3.1.0.5: By Q4 of 2026, modify the process for reviewing and collecting System Security Plans to improve compliance reporting for state-critical systems.
Cal-Secure / ISAC	Strengthen statewide cybersecurity innovation by engaging community-led groups to shape technology requirements, inform enterprise standards, and ensure practices remain aligned with statewide strategy and future needs.	2.3.1.0.6: By Q1 of 2026, complete a draft of Cal-Secure v2.0. 2.3.1.0.7: By Q2 of 2026, publish Cal-Secure 2.0. 2.3.1.0.8: By Q3 of 2026, socialize new cybersecurity capabilities and outcomes included in Cal-Secure 2.0 to inform 2027 assessments and audit criteria.

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	Expand training offerings on emerging technologies, including the addition of a new Generative Artificial Intelligence (GenAI) Bootcamp for technologists.	3.1.1.0.4: By Q2 of 2026, add at least three new training courses for emerging technologies. 3.1.1.0.5: By Q3 of 2026, conduct an annual statewide training survey to identify the top technology training needs for FY 26/27. 3.1.1.0.6: By Q4 of 2026, offer the 1st GenAI Bootcamp for state technologists.

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
WDAC	Expand participation in technology events and IT career fairs.	3.2.1.0.3: By Q4 of 2026, participate in at least three new events/career fairs.

Source	Action Project	Measured Results
WDAC	Bring state IT leaders together to collaborate on Envision 2026.	3.2.1.0.4: By Q3 of 2026, hold at least two strategic planning workshops for state IT leaders.

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
WDAC	Expand IT and Cybersecurity pipelines through Internship programs.	3.3.1.0.3: By Q3 of 2026, place up to 20 AI-focused interns within state departments, establishing early talent pathways in emerging tech fields.
WDAC	Develop a Hiring Guide that provides departments with flexible, merit-based strategies to accelerate recruitment, selection, and hiring while upholding civil service principles.	3.3.1.0.4: By Q1 of 2026, at the conclusion of the State Hiring Guide pilot, distribute the guide to all state departments and establish an ongoing communications channel to respond to department questions and provide implementation support.
WDAC	Create a California-specific career site modeled after GoGovernment.org to spotlight State opportunities, demystify the hiring process, and help Californians discover meaningful careers in government.	3.3.1.0.5: By Q2 of 2026, launch the State Career site with dedicated sections for IT roles, explicitly showcasing that state IT jobs do not require a college degree.

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 2027 Annual Roadmap	4.1.1.0.4: By Q4 of 2026, complete the development of the 2027 Roadmap.
SISMO	Engage Stakeholders in Roadmap Development	4.1.1.0.5: By Q4 of 2026, every state agency represented by an AIO contributes three to five action projects to the 2026/2027 Annual Roadmap.
SISMO	Define the process for creating the next multi-year statewide technology strategy	4.1.1.0.6: By Q4 of 2026, have a completed process documented for use in creating the next multi-year statewide technology strategy.

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 Envision 2026 and the Roadmap 2026.	4.2.1.0.5: By Q4 of 2026, ensure continued alignment and support adoption efforts by completing two engagement events.
SISMO	*Implement and manage the adoption of the Statewide Technology Strategy Planning Methodology	4.2.1.0.6: By Q4 of 2026, achieve a 95% submission rate for quarterly OKR updates by all participating departments and leaders in 2026. 4.2.1.0.7: By Q4 of 2026, conduct one methodology training session.

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 Roadmap 2026 OKR data.	4.3.1.0.4: By Q4 of 2026, publish the annual report, celebrating the value realized from the state projects aligned with Envision 2026. 4.3.1.0.5: By Q1 of 2026, complete the creation of the Quarterly Progress Dashboard System for OKR Reporting.
SISMO	Create a Quarterly Progress Dashboard System for OKR Reporting.	
SISMO	Support the publishing of the 2026 Annual Report.	

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 5.1.2.0: AI Readiness

Develop strategic and operational framework for governance and adoption of Artificial Intelligence.

Source	Action Project	Measured Results
TIAC	AI Readiness Framework Creation	5.1.2.0.1: By Q2 of 2026, develop and update as appropriate foundational governance frameworks for governing and adopting AI in the state of California, including definitions, standards, and alignment with national and international standards.
		5.1.2.0.2: By Q3 of 2026, co-develop with departments and agencies' best practices for deploying AI effectively to deliver services to Californians.
		5.1.2.0.3: By Q3 of 2026, partner with external institutions, including academic and nonprofit partners, on best practices to govern, adopt, and deploy AI in the service of Californians.
		5.1.2.0.4: By Q4 of 2026, develop best practices for protecting vulnerable communities, including children, from harmful aspects of emerging technologies, including AI.

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	Project Content Management (CMS) and Data Reporting Infrastructure	5.2.1.0.3: By Q2 of 2026, baseline the percentage of projects leveraging different deployment methodologies (i.e., agile, waterfall, hybrid) and demonstrating increased responsiveness to changing demands.

Objective 5.2.2.0 Mission-Critical System Health

Agency CIOs maintain a transparent, actionable view of the health of their mission-critical IT systems, using either CDT's statewide dashboard service or their own aligned tool, so California can modernize and stabilize systems strategically.

Source	Action Project	Measured Results
TIAC	Critical System Health and Hygiene Assessment	5.2.2.0.1: By Q2 of 2026, present the statewide assessment framework, including criteria and metrics, to STC for endorsement, enabling department(s) to conduct self-assessments of IT system health and hygiene with a focus on critical systems.

Objective 5.2.3.0 Consolidate Duplicative Processes

Enable California's Agency CIOs to identify and launch high-impact transformation opportunities that consolidate duplicative processes into streamlined digital services, improving efficiency, reducing costs, and enhancing the experience for Californians and government employees.

Source	Action Project	Measured Results
TIAC	Statewide Digitization Framework	5.2.3.0.1: By Q2 of 2026, the STC endorses a statewide framework for digitizing state services, enabling departments to nominate candidates for digital transformation and engagement within the Statewide emerging tech accelerator program, as well as other vehicles for digitization.

Source	Action Project	Measured Results
TIAC	*Statewide Digitization Framework Adoption	5.2.3.0.2: By Q3 of 2026, agencies nominate candidates for multi-agency review through the STC-endorsed pipeline. 5.2.3.0.3: By Q4 of 2026, five STC priority areas are mapped to discovery sprints/assessments for programs for potential digitization and/or modernization per year, focused on service duplication and inefficiency.

Outcome 5.3: Emerging Tech Readiness

Objective 5.3.1.0: Advancing Government Services

Emerging Technology Governance Framework.

Source	Action Project	Measured Results
PDAC	*Expand the use of challenge-based procurements	5.3.1.0.4: By Q3 of 2026, achieve an annual 10-20% increase in challenge-based procurements and joint ventures with external partners.
PDAC	Develop policies and procedures to streamline the time to approve and procure technology projects.	5.3.1.0.5: By Q4 of 2026, reduce the average time to approve state technology projects (excluding time to obtain funding) to 120 days in the project approval process.

Appendix A: Acronym List

Acronym	Definition
AIO	Agency Information Officer
CalHR	California Department of Human Resources
Cal OES	California Governor's Office of Emergency Services
CDT	California Department of Technology
CIO	Chief Information Officer
CMS	Content Management System
CSF	Cybersecurity Framework
GenAI	Generative Artificial Intelligence
GovOps	Government Operations Agency
ISA	Independent Security Assessment
ISAC	Information Security Advisory Council
ITEC	Information Technology Executive Council
KPI	Key Performance Indicator
NIST	National Institute of Standards and Technology
OKR	Objectives and Key Results
PDAC	Project Delivery Advisory Council
ROM	Results-Oriented Management
SCIO	State Chief Information Officer
SIMM	Statewide Information Management Manual
SISMO	Statewide Integrated Strategy Management Office
SOCaaS	Security Operations Center as a Service
STC	State Technology Council
SSP	System Security Plan
TIAC	Technology Innovation Advisory Council
WDAC	Workforce Development Advisory Council
WDF	Workforce Development Framework
ZTA	Zero Trust Architecture

Appendix B: Objectives and Key Results Program Methodology

California State Government Technology Strategy Management is operating an OKR Program, based on the OKR pilot 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 in response to 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 drive progress toward the strategic intent of technology to advance shared infrastructure and 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.

The OKR program applies ROM strategies to support agencies, departments, and other government entities in aligning measurable strategic intent, evaluating progress, and achieving desired outcomes. The three types of OKRs define the success metrics for these changes while enabling monitoring and progress measurement throughout the change cycle.

- **Metric** – Measures the end goal of the change, which is the benefits realized by the target beneficiaries with the operationalization of the change.
- **Milestone** – A key result that marks progress in rolling out a strategic change. These track quantitative outcomes.
- **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, and configured.