



# 2026–2030 Strategic Plan

*Your EDD.  
We'll help you get there.*

## Director's Message

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EDD plays an important role in the lives of millions of Californians. Our team helps people navigate job changes, family leave, disability, and other major life events. EDD supports employers, provides trusted labor market information, and administers programs that are essential to California's economy.

This 2026–2030 Strategic Plan is grounded in EDD's core values of one-team, integrity, care, trust, and stewardship. It also reflects the voices of customers, employees, and stakeholders.

In the years ahead, EDD will remain focused on four priorities: improving the customer experience, supporting employees, modernizing systems, and strengthening operations.

EDD's commitment is clear: to build a department that is more accessible, reliable, and responsive, while continuing to serve as a steady source of support for Californians when they need it most.

Thank you to EDD employees for your dedication to public service and thank you to our customers for the trust you place in the department. I look forward to the work ahead.

**Nancy Farias**

Director, Employment Development Department

## Who We Are

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EDD administers several multi-billion-dollar benefit programs—including Unemployment Insurance, Disability Insurance, and Paid Family Leave—that provide critical financial stability to businesses, workers, and job seekers across California. We deliver essential employment services, collect and share state labor market & employment information, and serve as one of the nation's largest tax agencies through our collection of payroll taxes. The scale, complexity, and impact of these responsibilities underscore the importance of our operations and the need to continuously strengthen and modernize how we serve the public.

Through these services and programs, we support Californians at every stage of their working lives. Whether someone is bonding with a newborn, navigating a job transition, recovering from an injury, or seeking guidance to operate a successful business, we are there to help them through pivotal life and economic moments.

As California's economic landscape continues to evolve, EDD must remain adaptable and prepared to respond to a wide range of future circumstances, such as supporting Californians as AI reshapes jobs and changes expectations for the labor force. Our updated Strategic Plan sets a clear direction for the next five years, strengthening our capabilities to deliver reliable, innovative, services to Californians for years to come

# Core Values

Our work is grounded in a shared set of core values that shape how we serve Californians and support one another.

**One Team:** We work together across programs and branches as one EDD to provide reliable, responsive, and people-centered service.

**Integrity and Ownership:** We uphold the highest standards of professionalism and ethics, and take responsibility for our commitments, decisions, and outcomes.

**Care, Respect, and Inclusion:** We serve our customers and support our workforce with courtesy, dignity, and respect, fostering an inclusive, bias-free, and equitable environment for all—regardless of role, background, or life circumstance.

**Communication and Trust:** We strive for a consistent, open exchange of honest and accurate information to enable collaboration, inform decision-making, and build trust with customers and partners.

**Fiscal Stewardship:** We responsibly manage our public resources and make strategic investments aligned with our goals and priorities.

# Vision

Advance economic opportunity and support all Californians through empowering our teams, promoting transparency and collaboration, and improving continuously.

## Support Customers

We design and deliver quality services that make it easy for customers to get what they need in a timely fashion.

### Empower Our Teams

We trust our employees to question the status quo, make decisions, and focus on delivering quality results for our customers.

### Promote Transparency & Collaboration

We consistently and clearly communicate our shared vision, priorities & needs across the department, collaborate with each other & acknowledge shared progress.

### Improve Continuously

We build momentum for system change by taking calculated risks, testing and learning; we measure our progress, outcomes and results.

# EDD's Strategy | Where we are headed...

## Mission

EDD enhances California's economic growth and prosperity by collaboratively delivering valuable and innovative services to meet the evolving needs of employers, workers, and job seekers.

## Vision

Advance economic opportunity and support all Californians through empowering our teams, promoting transparency and collaboration, and improving continuously.

## Strategic Goals



### Equitable, Customer-Centered Service

Deliver customer-centered service across the full journey and ensure fair, timely access to programs and support.



### Empowered Employees

Enable employees to thrive, deliver strong results for customers, and pursue a range of career opportunities.



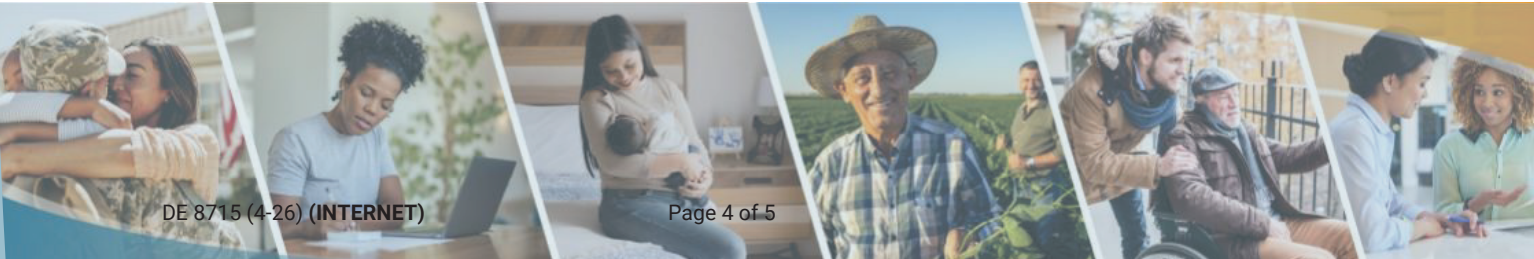
### Modernization & Innovation

Invest in EDD's future and culture through modern, innovative solutions, including AI.



### Operational Excellence

Align system operations, administration, resources, and business processes with strategic priorities.



# Roadmap

## How we will get there...

Strategic Goals	Select Priority Initiatives
 <p><b>Equitable, Customer-Centered Service</b></p>	<ul style="list-style-type: none"> <li>• Self-service and digital customer support through maximizing online self-service tools that fit our customer’s needs.</li> <li>• Continuous improvement through customer feedback and the launch and expansion of voice-of-the-customer programs.</li> <li>• Clarity, accessibility, and equity of customer communications using plain language and expanding multilingual materials.</li> </ul>
 <p><b>Empowered Employees</b></p>	<ul style="list-style-type: none"> <li>• Employee recognition programs to reinforce employee appreciation, autonomy in decision-making, and comfort in voicing perspectives.</li> <li>• Role-based onboarding, training, and sharing of best practices across branches to build skills, improve access to learning, and achieve operational excellence.</li> <li>• Leadership development and succession planning through expanded knowledge sharing platforms and leadership development programs.</li> </ul>
 <p><b>Modernization &amp; Innovation</b></p>	<ul style="list-style-type: none"> <li>• Customer benefits, tax, and information processing through cross-program, end-to-end system implementation via modernization and EDDNext.</li> <li>• Security, identity verification, and fraud prevention through enhanced identity proofing and employer verification.</li> <li>• Innovative systems &amp; customer-facing platforms through small scale pilots with users/internal teams prior to scaling.</li> </ul>
 <p><b>Operational Excellence</b></p>	<ul style="list-style-type: none"> <li>• Clear plans, capabilities, and operational readiness to equip leaders and staff to respond to major changes in the economy and program demand.</li> <li>• Continuous improvement on internal processes, change management, and communication using performance measurement systems and customer feedback as needs evolve.</li> <li>• Resources aligned to priority initiatives to support program delivery.</li> </ul>