



Strategic Plan

Developed July 2020

Strategic Plan Contributors:

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Mission

To model leadership
that promotes
creativity, innovation,
and growth to
transform government.

Vision

To create a community
of California
government change
agents who lead
tomorrow's innovative
workforce, today!

Values

We Challenge
We Build
We Transform
We Thrive

Strengths

- Inclusive, represent multiple agencies - **convening power**
- Supportive + involved with the Cal-IPGCA Program
- New, exciting opportunities + projects
- Members are a community, already motivated to make a difference; want to do more than their day-to-day job
- Alignment and consistency in problem solving, better collaboration
- Support from state leaders at the highest levels
- SACNet implementation will enhance commitment + asset to gov't organizations

Weaknesses

- Communications with members, prospective members, and wider community could be improved
- **Members could be more involved in association decisions/activities**
- Follow-through, integrate into state government, keep members connected (maybe through small "issue groups")
- Need balance of inclusive/excitement but attract to be committed to the organization
- Need to capture and keep success stories of all kinds
- Cal-IPGCA still seen as just training - need to market as place to test new ideas (human-centric innovation test bed)

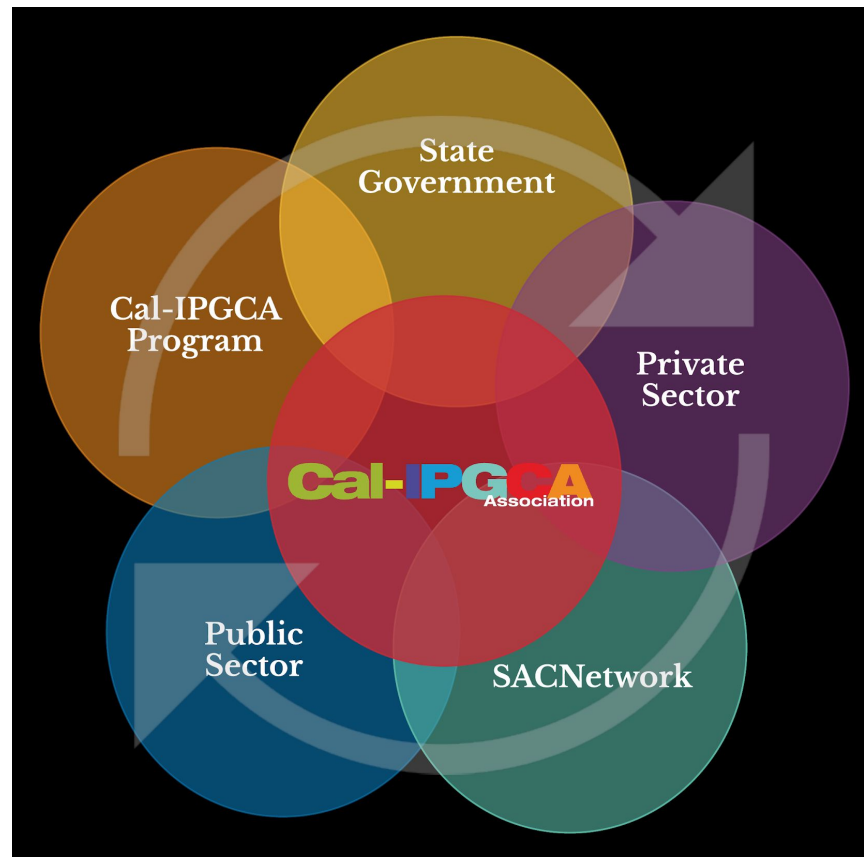
Opportunities

- Current crises create a need to work across orgs
- Teleworking employees mean we can reach more, presents an opportunity to share best practices
- Many options for community service
- Deployment pilot for SACNet/Skills Bank (teams, individuals) with Cal-IPGCA members
- Real-time use of technology to collaborate
- Other geographical areas available to us thru technology

Threats

- Economic crisis + funding scarcity
- Public scrutiny
- Major shifts in work + life for members/prospective members; may have burnout from using technology
- Protecting intellectual property
- Leadership change and turnover

Cal-IPGCA Association Ecosystem



Guiding Principles

These principles will guide Association activities and decisions:

1. Respect and value the roles and responsibilities of other agencies.
2. Use inclusive, transparent, and collaborative processes to increase trust and improve relationships.
3. Strive for shared ownership of State policies and practices that are aligned with common, consistent goals and services.
4. Involve each other early and often during project planning and implementation.
5. Empower agile interagency teams to define problems, find solutions, and/or resolve areas of conflict.
6. Seek small, early successes that can lead to broader solutions for larger issues.
7. Use science and technology as important foundations for planning and policy and consider new approaches to resolve long-standing issues.
8. Provide a learning environment conducive to developing/ sharing best practices.
9. Advocate for an outcome-based approach that supports California's diverse regions.
10. Create an inclusive environment for all to innovate without fear.

Goal Statements

- GOAL 1 (We Challenge): We guide and mentor real-time leadership, innovation, and change for the State of California.
- GOAL 2 (We Build): We empower human and organizational potential as real-time outcomes.
- GOAL 3 (We Transform): In support of SACNetwork, advance collaboration and co-creation across departmental boundaries and hierarchies as we forge a fluid and agile government.
- GOAL 4 (We Thrive): The State of California is recognized as an Employer of Choice with a breadth of opportunities, benefits, and mobility, positioned to take California to new heights and collectively transform the world!

GOAL 1 (We Challenge): We guide and mentor real-time leadership, innovation, and change for the State of California.

LONG-TERM: By 2025, become the primary state resource center for innovative talent.

- Achieve the short-term objectives as the primary force for completing the long-term goal.
- Develop a clear, concise, brief, accurate and meaningful description of our Vision.
- Achieve a sufficient amount of participation in the Skills Bank.
- Achieve 50%-75% participation from the Association Members in Association meetings and events.
- Achieve 25%-50% of total Association Members from outside of the Cal-IPGCA Program.

SHORT-TERM: By February 2021, at least 15% of Association Members will participate in SACNetwork.

- Create a communication channel for regular two-way participation with Association Membership.
- Identify the Association Members, resources, and data needed to make SACNetwork functional.
- Increase outreach to current Association Members to garner more interest in involvement with Association activities.
- Get Association Members involved more during Cohort 2020 in order to give the teams more “rocket fuel” on their moonshot journey.

GOAL 2 (We Build): We empower human and organizational potential as real-time outcomes.

LONG-TERM: By 2025, offer current and prospective members proven established processes which uniformly apply to both people and organizations, break down silos, and encourage real-time innovation.

- Develop a 'How to Break Down Silos' process.
- Make resources on breaking down silos available to SACNetwork.
- Develop success stories of organizations that have broken down silos and utilized real-time innovation.
- Demonstrate these processes by example as an Association.

SHORT-TERM: By February 2021, gather initial best practices currently utilized across agencies.

- Create a list of organizations that have broken down silos.
- Begin to collect best practices from various departments.
- Prepare marketing materials.
- Create and conduct surveys.

GOAL 3 (We Transform): In support of SACNetwork, advance collaboration and co-creation across departmental boundaries and hierarchies as we forge a fluid and agile government.

LONG-TERM: Act as a strategic advisor to the Cal-IPGCA Program's Innovation Priorities by integrating the input of members through surveys, forums, rapid innovation champion summits, hackathons, etc.

- Create a connection between the skills and capabilities of Cal-IPGCA Association Members with the needs of the Cal-IPGCA Program's Innovation Priorities as adjunct development partners for Cohort 2020 and beyond.

SHORT-TERM: Exponentially grow membership for the Association by engaging members to work on the Cal-IPGCA Program's Innovation Priorities in Cohort 2020.

- Initiate various networking opportunities.
- Educate potential new members about the Association, the Program and the Innovation Priorities via "Brown Bag" luncheon Zooms.
- Develop marketing materials that educate potential members.
- Develop public information "shorts" for the website.
- Release updates via social media.
- Establish a membership drive that links to the above.

GOAL 4 (We Thrive): The State of California is recognized as an Employer of Choice with a breadth of opportunities, benefits, and mobility, positioned to take California to new heights and collectively transform the world!

LONG-TERM: The Association, in support of the SACNetwork and Cal-IPGCA Program's Innovation Priorities, helps design, test, and deploy best practices to attract, develop, share, and retain talent, knowledge, and leaders.

- Network with state agencies and private enterprise to forge partnerships.
- Develop cross-agency leadership, mentoring, and staff rotation programs.
- Compile, share, and utilize the vast knowledge, skills, and abilities of state employees with SACNetwork Skills Bank.
- Develop metrics to track and report outcomes.

SHORT-TERM: During Cohort 2020, the Cal-IPGCA Program, supported by the SACNetwork and the Association, is recognized by state government and private enterprise as a Human-centered, Innovation Testbed.

- The Association, in support of the SACNetwork and Cal-IPGCA Program's Innovation Priorities, helps design, test, and deploy the SACNetwork Skills Bank during Cohort 2020.
- Association Members and Cohort 2020 enter profile information and use cases in the Skills Bank.
- The Skills Bank supports the Cohort 2020 Innovation Priorities -- including people, process, and tools/technology -- to develop more agile, effective, and sustainable state government disaster response.



Action Plans



GOAL 1 (We Challenge): We guide and mentor real-time leadership, innovation, and change for the State of California.

- **Objective:** By February 2021, at least 15% of Association Members will participate in SACNetwork.
- **End Result:** Garner more involvement from Association Members in Cohort and SacNetwork.
- **Due Date:** February 2021

Task	Responsible Person(s)	Due Date
Start Slack channel for all Board and Assoc. Members	Slack Administrator	By the start of Cohort 2020
Interact on Slack with Assoc. Members	All Board Members	Once Slack channel is created

GOAL 2 (We Build): We empower human and organizational potential as real-time outcomes.

- **Objective:** Gather initial best practices currently utilized across agencies by the completion of Cohort 2020 (February 2021)
- **End Result:** A compiled list of best practices and list of organizations willing to test the best practices
- **Due Date:** February 2021

Task	Responsible Person(s)	Due Date
Conduct a survey to create a list of organizations that have broken down silos; survey will be sent to Cohort 2020 participants, Association members and their network.	Communication and Membership Directors	10/1/2020
Collect best practices from list of organizations that have broken down silos, such as but not limited to policies, procedures, templates, etc.	Communication and Membership Directors	12/31/2020
Use SACNetwork to collect interested organizations willing to test the selected best practices.	SACNetwork	01/31/2021

GOAL 3 (We Transform): In support of SACNetwork, advance collaboration and co-creation across departmental boundaries and hierarchies as we forge a fluid and agile government.

- **Objective:** Exponentially grow membership for the Association by engaging members to work on Cal-IPGCA Program's Innovation Priorities in Cohort 2020
- **End Result:** 10% Increase in active member participation in IP deployment
- **Due Date:** July 2021

Task	Responsible Person(s)	Due Date	Why?
Initiate 10 networking opportunities and release updates quarterly via social media.	Social Media Director	July 2021	To engage members
Educate 15 % of prior cohort members about the Association, the Program and the Innovation Priorities via "Brown Bag" luncheon Zooms.	Membership and Social Media Directors	July 2021	To create a space for members to connect.
Develop quarterly marketing materials that educate potential members that may include public information "shorts" for the website.	Communication Director	July 2021	To develop a marketing strategy that targets new members
Establish a quarterly membership drive that links to the overall short term goal.	Membership Director	Ongoing	To exponentially grow membership
Create a connection between the skills and capabilities of Cal-IPGCA Association Members with the needs of the Cal-IPGCA Program's Innovation Priorities as adjunct development partners for Cohort 2020 and beyond.	Board & SACNetwork	2025	To partner in support of the IPs.

GOAL 4 (We Thrive): The State of California is recognized as an Employer of Choice with a breadth of opportunities, benefits, and mobility, positioned to take California to new heights and collectively transform the world!

- **Objective:** During Cohort 2020, the Cal-IPGCA Program, supported by the SACNetwork and the Association, is recognized by state government and private enterprise as a Human-centered, Innovation Testbed.
- **End Result:** Cal-IPGCA Program is recognized as a Human-centered, Innovation Testbed.
- **Due Date:** April 2021

Task	Responsible Person(s)	Due Date
Assist Cal-IPGCA Program to design and test the SACNetwork Skills Bank.	Innovation/Collaboration Director	October 2020
Enter profile information and use cases in the Skills Bank.	Innovation/Collaboration Director Association Board & Members	December 2020
Deploy Skills Bank in support of Cohort 2020 Innovation Priorities.	Innovation/Collaboration Director SACNetwork	February 2021