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California is a Nation State.
We are many parts, but we are one body—
there is a mutuality and a recognition
of our interdependence.

—Governor Gavin Newsom
March 20, 2020

Cohort 2020-21

NEW VIRTUAL FORMAT

*Bending the curve of innovation.
Claiming the outer limits of possibility!*

Registration
NOW OPEN



COVID-19 Pandemic

Cal-IPGCA COHORT TRAINING DATES:
January 7, 2021 - June 10, 2021

**One System.
One State.
One World.**

Welcome regional governments, academia
and private sector innovation partners.

More Information:
www.cal-ipgca.org

Cal-IPGCA Cohort 20-21

CAL-IPGCA CURRICULUM DEVELOPMENT

Across 2020, the Cal-IPGCA Executive Sponsors and Board of Advisors in collaboration with Cohort training Leadership developed the comprehensive Cohort 2021 curriculum, to include the SACNet Skills Bank - Beta Test criteria.

“As ‘makers of change’ the challenges we face are a product of change itself. Until now, we didn’t comprehend the vulnerability of our world, our state, and our communities that is exacerbated through our lack of connectivity. A global pandemic requires a global response as cause and effect is immediate. By nature, we have always been a whole system, uniquely independent and interdependent. COVID-19 shifted our barometer measuring understanding that we are One System, One State, One World! BOTTOM LINE: If you have value to invest in return for the capacity to change the world, then here’s your open door of opportunity!”

– Cal-IPGCA Executive Sponsors

Cohort Values



PROGRAM DATES

2021 Date Cycle (Times are listed for each.)

Thursday, January 7 (8:00 AM – 5:00 PM)

Moonshot Training – Gateway

Thursday, January 14

Moonshot Training (8:00 AM – 5:00 PM)

Statewide Change Challenge Forum
Accelerating Government Innovation through Moonshot Projects

Thursday, January 21 (8:00 - 11:00 AM)

Statewide Change Challenge Forum
Accelerating Government Innovation through Change Leadership

Thursday, January 28 (8:00 - 11:00 AM)

Statewide Change Challenge Forum
Accelerating Government Innovation through Risk Intelligence

Thursday, February 4 (8:00 - 11:00 AM)

Statewide Change Challenge Forum
Accelerating Government Innovation through Digital Upskilling

Thursday, February 11

Moonshot Training (8:00 AM – 5:00 PM)

Statewide Change Challenge Forum
Accelerating Government Innovation through Intrapreneurship

Thursday, February 25

Champion Summit (8:00 - 11:00 AM)

Thursday, March 11

Moonshot Training (8:00 AM - 2 PM)

Thursday, March 25

Champion Summit (8:00 - 11:00 AM)

Thursday, April 8

Moonshot Training (8:00 AM - 2 :00 PM)

Thursday, April 22

Cal-IPGCA Hackathon (8:00 AM – 5:00 PM)

Thursday, May 6

Moonshot Training (8:00 AM – 5:00 PM)

Thursday, June 10 (8:00 AM – 5:00 PM)

Day of Innovation

VIRTUAL FORMAT: Due to restrictive guidelines on in-person meetings, Cohort 20-21 has converted to a virtual format.

ANNOUNCING:
SACNet and
SACNet Skills Bank



FORWARD

Initiating its 9th year of effective and dynamic innovation, California Innovation Playbook for Government Change Agents, Cal-IPGCA - Cohort 2020-21, is an immersive experiential learning environment where trainees re-imagine enterprise-wide challenges from a whole-systems perspective and unlock elegant, innovative solutions. As members of the Cal-IPGCA virtual community, trainees, also known as innovationists, receive intensive training opportunities to apply their learning immediately in their Moonshot project teams, workplaces, and daily lives.

Cal-IPGCA’s virtual community cross-connects government, academia, advocacy, and tech to create a dynamic testbed that is designed to respond to real needs in real time.

Synergizing participation across all levels of government, from entry level to senior executives, trainees work in cross-functional teams to develop moonshot projects. At the culmination of the project, each cohort produces an innovation playbook to improve our state’s essential functions. These playbooks include best practices, lessons learned and a full breadth of analytics. Previous Cal-IPGCA cohort playbooks are available online at www.cal-ipgca.com.

Who Should Apply: Cal-IPGCA’s success is fueled by its multi-generational, diverse ethnic, topnotch professional integration. Trainees accepted into the program represent a broad spectrum of organizational levels, including line staff who are considered rising stars that have management potential: first line supervisors, middle managers, executives, and executive leadership.

One System. One Government. One World!

- Meets the State of California’s biennial leadership training requirements. (GC 19995.4.)

“I have long believed that the future is not just something to experience, it is something to manifest. That our fate and future is inside of us. It is decisions at the end of the day not conditions that determine our fate and future. We are not victims of circumstances, we can make decisions to meet the moments where we need to make tough decisions.”
...we need to bend the curve in the State of California in a thoughtful and pragmatic way.”

–Governor Gavin Newsom - March 22, 2020

TABLE OF CONTENTS

2	VIRTUAL APPROACH: Cal-IPGCA “Whole Systems” Innovation Cycle
4	Cal-IPGCA Purpose and Objectives
5	Cal-IPGCA Change Challenge Forums (Curriculum)
10	Cal-IPGCA Cohort 2020-21 Innovation Priorities
17	Cal-IPGCA Champion Summits (Curriculum)
18	ENGAGE – Experiential Learning Center (Curriculum)
22	Cal-IPGCA Hackathon 2020-21 (Curriculum)
24	USC Leadership 360° Professional Assessment and Executive Coaching
25	Cal-IPGCA Facilitation Assistant Training (Curriculum)
26	Schedule – Cost – Who Should Apply – Nominations-Registration)
28	Cal-IPGCA Training Partners (Past - Present)
29	Cal-IPGCA 2020-21 Executive Leadership
30	Cal-IPGCA 2020-21 Board of Advisors

VIRTUAL APPROACH: A REAL-TIME WHOLE SYSTEMS INNOVATION CYCLE

...cross pollinating People, Process and Technology to create *One System, One State, One World!*

Cal-IPGCA VIRTUAL APPROACH: How we do what we do

Overview: Cal-IPGCA is all about “who we are and what we do.” Since Cal-IPGCA’s inception in 2012, we’ve leveled the playing field by eliminating the concept of competition. By embracing a multitude of state agencies, departments and programs, we have created a “united nations” of diversity—diversity in age and ethnicity as well as in levels of hierarchy, beliefs, experiences, and knowledge.

Yes, most of us know that it’s a matter of choice to collaborate and synergize, but our conscious actions often succumb to the “default thinking” that takes us back to us vs. them, right or wrong, black or white, and, of course, winners and losers. As we understand our inclinations and endeavor to discard this kind of thinking, we appreciate that collaboration is the journey, not the destination. As a result, top down and bottom up, Cal-IPGCA’s effective, hands on curriculum enables us to “walk the talk” in building sustainable whole-systems innovative solutions.

Cal-IPGCA WHOLE SYSTEMS COMMUNICATION NETWORK:

This is how we do what we do: Our singular fluid communication system surrounds and organically interacts with all 9 components of the Cal-IPGCA Innovation Wheel that comprises the Cal-IPGCA Innovation Cycle and thus the curriculum path our trainees follow. This innovation cycle consists of independent curriculum components that function both independently and at the same time, components flow interdependently as *One System. One State. One World.*

REAL-TIME COMMUNICATION TOOLS:

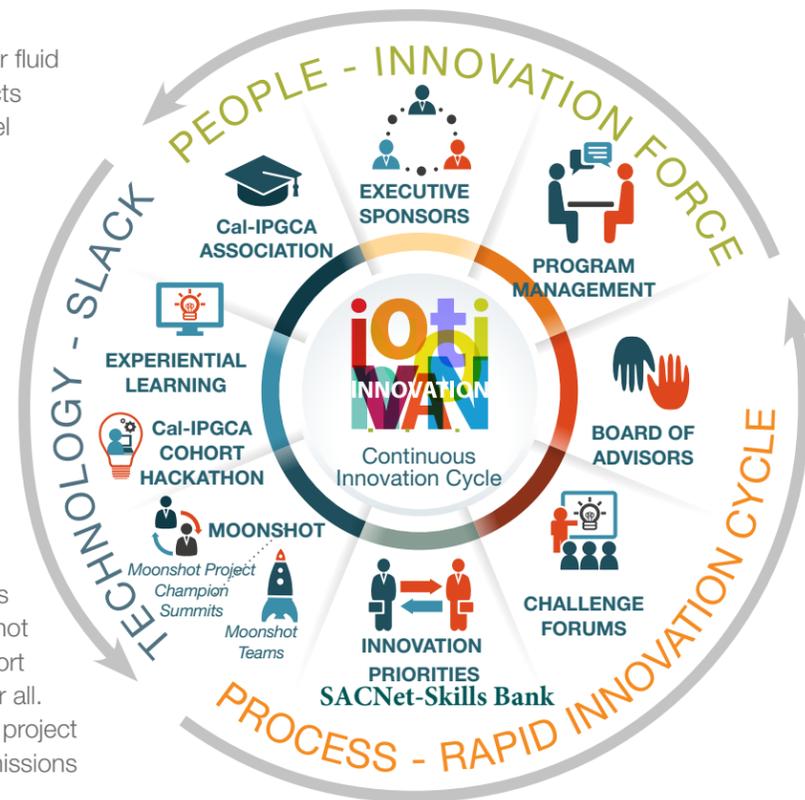
STATE AGENCY COLLABORATION NETWORK (SACNet):

Created by Cohort 2019 and continuing for Cohort 20-21, one key focus of SACNet is to deactivate default competitive thinking. A primary goal is to provide cross-collaborating integration between all Moonshot project teams to identify the interdependencies that exist. Consisting of two members from each Moonshot project team, the purpose is to reduce redundancy of effort and enhance the efficiency and performance outcome for all. The interactivity between the SACNet and the Moonshot project teams creates a continuous flow from the independent missions

of each team to the interdependent alignment of their collective goals, objectives, and outcomes as they holistically impact and support our state government and economy.

RAPID INNOVATION CYCLE (RIC): The RIC is the process-driven communication approach that fuels all 10 components of our Cal-IPGCA Innovation Wheel. Rapid Innovation challenges participants to quickly write every idea they have for a given topic, thus providing the opportunity to find both consensus of thought and unique, standout ideas. The RIC levels the playing field by mitigating the power of dominant voices, which in-turn empowers the capacity for silent voices to be heard and counted.

Cal-IPGCA Slack Workspace is our online, real-time collaboration platform to collaborate on projects, share documents, and coordinate team meetings and deliverables.



EXECUTIVE SPONSORS

Cal-IPGCA’s eight executive sponsors are: California Department of Motor Vehicles, California Department of Water Resources, California Department of General Services, California Franchise Tax Board, Asian Pacific State Employees Association, State Compensation Insurance Fund, Cal-IPGCA Association and ORA Systems, Inc. Both individually and collectively, they are strategists and pathfinders that lead the deployment of government innovation. As stewards they advance the human potential of state employees and organizations. These sponsors serve as the overarching framework and support system of each Cal-IPGCA Program.

PROGRAM MANAGEMENT

The Cal-IPGCA Program Management Team bridges the functions of the executive sponsors, and cohort trainees guide the Moonshot projects and the ongoing activities from previous cohorts.

BOARD OF ADVISORS

The Cal-IPGCA Board of Advisors serves as the front-line outreach conduit to State of California leadership and the state’s workforce. They support each cohort program by facilitating and serving as project champions for each of the Moonshot project teams.

CHANGE CHALLENGE FORUMS

The Cal-IPGCA Change Challenge Forums feature panel discussions by government leaders to share their individual and collective experience on reimagining government—what can be as opposed to what has been. These forums ignite and inspire the Moonshot teams by providing strategic insight and wisdom for project integration and discussion.

INNOVATION PRIORITIES

The Cal-IPGCA 20-21 Cohort has six Innovation Priorities (IPs) that focus on the most critical enterprise-wide challenges facing state government in California. Each IP is assigned to a team to develop their Moonshot project over the course of the 6-month program. Each IP Moonshot project is then considered for statewide deployment. The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that are designed to shift approach and outcomes of people, process, and technology to make that solution possible. Providing cross-collaborating integration, the State Agency Collaboration Network (SACNet) is the overarching innovation priority for the remaining 7 priorities being implemented. Under SACNet is IP3, the SACNet Skills Bank, a centralized talent management system and team-building tool. The SACNet Skills Bank will be beta-tested across Cohort 2021.

MOONSHOT TEAMS

Cal-IPGCA 20-21 Cohort trainees (innovationists) are each assigned to one of six Moonshot teams. Under the guidance and direction of a team facilitator and facilitator assistants, each Moonshot team strives to develop outcomes that embrace exponential rather than incremental improvement. They develop their project based on an IP over the course of the 6-month program and present their proposed solution at the Day of Innovation for deployment consideration. Moonshot teams are also guided by Subject Matter Experts (SMEs) as well as project champions, program sponsors, advisors and management. The collective teamed outcomes are published in a Cohort-wide “Innovation Playbook.”

MOONSHOT PROJECT CHAMPION SUMMITS

Two Champion Summits guide the Moonshot Teams. Champions are both state and private enterprise leaders and SMEs that provide strategic direction to projects because there is a shared interest in the project outcome. The use of champions heightens deployment opportunities as buy-in is built-in.

Cal-IPGCA COHORT HACKATHON

The Cal-IPGCA Hackathon is a 1-day event in the 4th month of the program. Hacking at its best is creative problem-solving. It’s intentional that the Hackathon is conducted late in the Cohort calendar as its purpose is not to design the solution but to instead enhance the outcome.

ENGAGE EXPERIENTIAL LEARNING CENTER

ENGAGE features two distinct but interconnected training tracks. Both tracks are connected to core curriculum taught by Cal-IPGCA Leadership.

1. CALHR 9 LEADERSHIP VALUES: 18 Modules – Connects to 4 Change Challenge Forums
2. JUST ASK WHY – 8 STEP PATH: 4 Modules – Connects to a corresponding Master’s Class

The Cal-IPGCA ASSOCIATION

Innovation doesn’t end when the program is completed. 20-21 Cohort trainees become members of the Cal-IPGCA Association and serve as advisors that support our executive sponsors and future Cohorts. Cal-IPGCA Association members are also eligible to train as program facilitators or facilitation assistants as they continue to build critical skillsets that place them as leaders of innovation and change in California state government. Effective with the 20-21 Cohort, the Cal-IPGCA Association is stepping into a key leadership role as an Executive Sponsor and as a co-executive leadership sponsor of State Agency Collaboration Network (SACNetwork).

CAL-IPGCA PURPOSE AND OBJECTIVES

PURPOSE AND OBJECTIVES

- **Deploying Strategic Objectives and Best Practices of State Leadership (California State Agency and Department Directors and Secretaries):** State of California rank and file employees participate in enterprise-wide moonshot projects that generate exponential return.
- **Cal-IPGCA's LMS based Experiential Learning Center, ENGAGE,** features two distinct but interconnected training tracks. The first provides a CalHR values-based common language of leadership and innovation that transcends organizational and hierarchical divides. This track connects to a second track that provides a systemic approach to achieving exponential outcomes for enterprise-wide challenges. Both tracks are linked to the Cal-IPGCA core curriculum. Participants complete twenty-two 5 (five) minute modules that create the capacity for users to directly apply what they have learned to their Moonshot projects, workplaces, and their daily lives.
- **Bridging Organizational and Cultural Divides:** This is achieved by creating the common ground where collaboration and co-creation occurs. From the top-down, common ground is struck between executive sponsorships, boards of advisors and statewide champions. From the bottom-up, leaders guide innovation teams. Trainees apply their accelerating skillsets, knowledge and wisdom gained to real world challenges that can literally change the world.
- **From Theory to Applied:** Cal-IPGCA's immersive learning environment transforms the theoretical to the applied through a teamed process of developing real-time outcomes that address the challenges facing the State of California.
- **Evergreen Playbooks:** We create multi-media Playbooks that are open-ended (evergreen). These Playbooks document individual and teamed progress, best practices, recommendations, and lessons learned. They are a platform for deployment and, equally, they serve as a foundation for continued expansion by future cohorts. The content of the Playbooks continue to resonate through the resource channels available through the Cal-IPGCA Association.

- **Redefining Hierarchy:** We don't eliminate hierarchy; rather, we strive to transform our relationship to hierarchy. Cal-IPGCA convenes all levels of agencies, departments and ranks to work side-by-side as equals, without titles, where all have voice and value as we contribute to these co-created outcomes. This unlocks and engages our state's most valuable resource—its people!
- **Redefining Competition:** We don't eliminate—we shift our competitive stance regarding external wins or losses. We approach this not from survival of the fittest constructs, but instead from within an environment of ever-increasing levels of excellence. As we move from independent to interdependent in our training environment, both the individual and the collective team grow in tandem.
- **Change Leadership:** Cal-IPGCA is less about changing what exists and more about building what has never been before by “connecting the dots that exist” in entirely new ways.
- **Best Practices to Next Practices with Metrics to Prove It:** The activities of our innovation trainees are recorded in real time through an underlying data analytics foundation administered by TRAX Cal-IMPACT.
- **A Leadership and Innovation Movement:** The Cal-IPGCA Association was formed as a Moonshot Outcome by Cohort 2017 and continues to spearhead a growing movement for innovation and change in state government. Its ever-accelerating membership base represents 48 State of California departments. Free membership has expanded to now include all public and private partners, academia, NGOs and a number of tech companies. Cohort 2019's collective Moonshot project tapped the Association as Cohort 20-21's lead for implementing a State Agency Collaboration Network (SACNetwork). SACNetwork's purpose is to connect people, processes, tools, and training to empower and enable employees to rapidly share knowledge, skills, abilities and resources, and to foster the agile interagency collaboration essential to deliver a California for All.

CAL-IPGCA CHANGE CHALLENGE FORUMS

CHANGE CHALLENGE FORUMS

Collectively, the COVID and racial injustice pandemics have exponentially reshaped both the structure and approach of Cohort 20-21's Change Challenge Forums. From “Cal-IPGCA's Leaders Training Leaders environment, strategic advisory is an art form that is being honed and deployed in real-time. For all of us, the risk-reward relationship to government and life is supercharged and unknown. There has never been a more pivotal time to challenge change and grow!

These Change Challenge Forums are open, at no cost, for all registered members of the Cal-IPGCA Association. You may join at www.cal-ipgca.org. State Employees: Certificates of completion, for 12.5 Professional Development Hours (PDHs), will be awarded to state employees having verified attendance through Cal-IPGCA. You must attend all 5 workshops to receive a completion certificate.

FREE EVENT for Cal-IPGCA Association Members. Join Today at: www.cal-ipgca.org

Thursday, January 14, 2021 8:00 AM - 11:00 AM (Panel Only) **VIRTUAL TRAINING**

Note: Cal-IPGCA trainees are in session from 8:00 AM - 5:00 PM.

ACCELERATING GOVERNMENT INNOVATION THROUGH MOONSHOT PROJECTS

A MOONSHOT AIMS FOR EXPONENTIAL IMPROVEMENT OVER WHAT CURRENTLY EXISTS:

A Moonshot is a combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that shift the approach and outcomes of people, process, and technology to solve that problem. As pioneers of innovation for the State of California, these Moonshot leaders help make this not just possible but inevitable. COVID-19 has accelerated new trajectories of change that might have taken decades or would not have occurred at all.

The greatest, most viable innovations are never done by one person. It takes a team. Moonshot leaders' mission is to explore the innovation frontiers they have charted in state service, starting with the customer experience (constituents or organizational). Then as a team they work to develop the “technological how” that will make this innovation happen.

These Moonshot leaders are ready to launch our teams and push them forward. The broader the understanding of innovation occurring at the pace of change, the better the designs for change will be! NOW has become our new reality as daily we face the volatility, uncertainty, complexity and ambiguity (VUCA) inherent to today's COVID-19 systemically and racially charged world.

Panel



Moderator
STUART DROWN
DEPUTY SECRETARY,
INNOVATION AND
ACCOUNTABILITY,
GOVERNMENT OPERATIONS
AGENCY



WADE CROWFOOT
SECRETARY, CNRA



MARK S. GHILARDUCCI
DIRECTOR, CALIFORNIA
GOVERNOR'S OFFICE OF
EMERGENCY SERVICES



TOKS OMISHAKIN*
DIRECTOR, DOT



KARLA NEMETH
DIRECTOR, DWR



THOM PORTER
DIRECTOR, CAL FIRE

* Meets the State of California's biennial leadership training requirements. (GC 19995.4.)

FREE EVENT for Cal-IPGCA Association Members. Join Today at: www.cal-ipgca.org

FREE EVENT for Cal-IPGCA Association Members. Join Today at: www.cal-ipgca.org

Thursday, January 21, 2021

8:00 AM - 11:00 AM (Panel Only) **VIRTUAL TRAINING**

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF CHANGE LEADERSHIP

The only constant of life is change; it is rapid, relentless and unyielding. Change is inevitable and resisting it is futile. Way too often what we fear more than failure is change itself. But change is the only path we're on when we begin our work each day. Our ability to adapt to change defines our ability to flow or not to flow with the ceaseless, ever-present change in the world around us. Paradoxically, Coronavirus, might be the great impetus for government transformation and change. Change that might have taken decades, or would not have happened at all, is now occurring at an exponential rate. Tele-working is but one example of an immediate shift in the workforce of government and society.

Technologically, we live in a real-time world that moves, morphs, and changes 24/7. Social media continuously creates headlines from yesterday's obscurities. Every enterprise-wide challenge faced by business and government is a product of change, and best outcomes must integrate agility as a cornerstone in whatever is built.

As "makers of change" in government and state service, this Moonshot panel is here to help us facilitate HOW WE CHANGE GOVERNMENT! Whether COVID 19 or systemic racism, global pandemics require global responses as cause and effect is immediate. Our call to action is NOW!

Panel



Moderator
GRACE KOCH
CHIEF DEPUTY DIRECTOR
(Retired), CAL-OES



PAUL DANCZYK
DIRECTOR OF EXECUTIVE
EDUCATION,
USC SOL PRICE
SCHOOL OF PUBLIC POLICY



JOHN SANBORN
CHIEF LEARNING OFFICER
CALHR



MEREDITH WILLIAMS
DIRECTOR, DEPARTMENT
OF TOXIC SUBSTANCES
CONTROL, CAL-EPA



STEPHANIE TOM
DEPUTY DIRECTOR
STRATEGIC PLANNING, BROADBAND
AND DIGITAL LITERACY CALIFORNIA
DEPARTMENT OF TECHNOLOGY



JOE XAVIER
DIRECTOR, DEPARTMENT
OF REHABILITATION

Thursday, January 28, 2021

8:00 AM - 11:00 AM (Panel Only) **VIRTUAL TRAINING**

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF RISK INTELLIGENCE

COVID and racial justice reform has impacted organizations around the globe. For all, it creates an acute focus and need for actionable risk intelligence at a holistic level and re-examining our continuity of operations plans in support of our agency missions. In the execution of all 8 of Cal-IPGCA's innovation priorities under Cohort 20-21, an actionable approach for integrating risk intelligence and continuity planning must be inclusive. As our state's leaders, this panel is convened to build the state's culture of risk intelligent management and to guide our moonshot teams by sharing their most impactful experiences that have refined or diametrically shifted their approach in managing risk and where they think the trajectory is heading.

Join this panel of seasoned risk-takers that are on the frontier of this paradigm shift that is now underway!

Panel



Moderator
KATHLEEN WEBB
CHIEF DEPUTY DIRECTOR,
DEPARTMENT OF MOTOR
VEHICLES - Cal-IPGCA
EXECUTIVE SPONSOR



JOHN CHIANG
CO-CHAIR,
CALIFORNIA FORWARD,
FORMER CALIFORNIA
STATE TREASURER &
CONTROLLER



RICHARD GILLIHAN
COO, DEPARTMENT OF
FINANCE



HENRY JONES
PRESIDENT,
CalPERS BOARD



SELVI STANISLAUS
EXECUTIVE OFFICER,
FRANCHISE TAX BOARD



BETTY YEE
CONTROLLER
STATE OF
CALIFORNIA

Thursday, February 4, 2021

8:00 AM - 11:00 AM (Panel Only) **VIRTUAL TRAINING**

ACCELERATING GOVERNMENT INNOVATION THROUGH DIGITAL UPSKILLING

Digital upskilling is the bridge that connects culture with people experience. It is about effecting a shared growth conviction that transcends from individuals to teams, to entire organizations and then out to society.

COVID 19 has exponentially accelerated a shift of social norms and our work practices across society. One example - in March of 2020, the State of California moved most of its workforce to tele-working. Early reporting is demonstrating that productivity is meeting or exceeding work-based employment environments. Post-COVID, it is inevitable that many agencies and departments can and will choose to remain remote. The degree to which is yet unknown, as is the magnitude of reducing costs, increasing efficiency, while significantly reducing our carbon footprint on our world. There are many revelations that COVID and racial injustice are exposing—our process of discovery is turbulent and real time. What we are seeing is a change of our collective mindset on a massive scale that will amplify and supercharge the adoption of digital technologies.

For the State of California to become the employer of choice, technological prowess is key. But the pandemic has rendered evident that it is impossible to build tomorrow's world on yesterday's technology. Human systems are the engine that drives the creation of ideas, change and innovation, but technology is the source of fuel that keeps the engine running. The relationship between the two is inseparable! How will technology fuel, connect and advance the connectivity of the new world that is emerging?

Join this panel as it explores the pandemic of change that is reordering government and the digital upskilling of society in dramatic ways!

Panel



Moderator
ALICIA WONG
SENIOR VP, ENTERPRISE PROJECT SERVICES, STATE COMPENSATION INSURANCE FUND, PAST PRESIDENT, APSEA



PETE CERVINKA
CHIEF OPERATING OFFICER, CALIFORNIA DEPARTMENT OF SOCIAL SERVICES (CDSS)



SCOTT GREGORY
DEPUTY DIRECTOR
CAL FIRE



KAMYAR GUIVETCHI
DIRECTOR, INNOVATION AND COLLABORATION, Cal-IPGCA ASSOCIATION



STEPHENSON LOVESON
DATA CENTER CHIEF, CALPERS



BRIAN WONG
CHIEF DEPUTY DIRECTOR, OFFICE OF SYSTEMS INTEGRATION, CHHS

Thursday, February 11, 2021

8:00 AM - 11:00 AM (Panel Only) **VIRTUAL TRAINING**

Note: Cal-IPGCA trainees are in session from 8:00 AM - 5:00 PM.

ACCELERATING GOVERNMENT INNOVATION THROUGH INTRAPRENEURSHIP

William Bygrave, a scholar and practitioner of entrepreneurship, defines an entrepreneur as “someone who not only perceives an opportunity but also creates an organization to pursue it.” California’s Government Newsom is an entrepreneur, forming a successful company just out of college that grew to manage 23 other companies. He brings the entrepreneur mindset to Government and expects the same from the State’s leaders. Intrapreneurship has only one changed element. **An Intreprenuer is “Someone who can create or find the best solutions to the latest problems, but operates within someone else’s environment – inclusive of state service.”**

The COVID-19 pandemic has accelerated intrapreneurship in government 10-fold. Systemic changes that would have taken years (if not at all) are occurring in the span of weeks. California government is not only seeing the opportunity that requires significant operational and government shifts, but California’s pursuit of response and change spans all agencies, departments and boards.

This panel is going to take a deep dive into the intrapreneurial paradigm shifts our COVID-inspired, racially-charged world is generating.

Panel



Moderator
PAUL DANCZYK
DIRECTOR OF EXECUTIVE EDUCATION, USC SOL PRICE SCHOOL OF PUBLIC POLICY



SEAN ADAMS
Senior Vice President of Innovation Design
State Compensation Insurance Fund
Executive Sponsor, Cal-IPGCA



JOHN BENARD
Author, “Government that Works”
Gubernatorial Advisor



REBEKAH CHRISTENSEN
CO-FOUNDER – CEO, ORA SYSTEMS, INC., CHAIR, Cal-IPGCA



KAMYAR GUIVETCHI
DIRECTOR, INNOVATION AND COLLABORATION, Cal-IPGCA ASSOCIATION



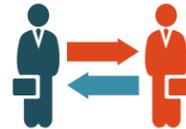
KOFFI KOUASSI
ENTERPRISE BUREAU CHIEF, CALIFORNIA DEPARTMENT OF SOCIAL SERVICES, CAL-IPGCA BOARD OF ADVISORS



ALICIA WONG
SENIOR VP, ENTERPRISE PROJECT SERVICES, STATE COMPENSATION INSURANCE FUND, PAST PRESIDENT, APSEA

COHORT 2020-21 INNOVATION PRIORITIES

Cal-IPGCA COVID-19 Response... Pioneering whole systems that forge unlimited possibilities



- **Innovation:** Turning an idea into a solution that gives value.
- **Innovation Priority:** Contributed by State of California Leadership, an Innovation Priority (IP) represents enterprise-wide challenges facing the State of California in a COVID-19 recovery effort where the pace of change moves at warp speed. Through program iteration since 2012, Cal-IPGCA has refined a solution-driven approach to Moonshot outcomes to IPs that have been assigned to our innovationist training teams.
- **Moonshot:** The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that are designed to shift approach and outcomes of people, process, and technology to make that solution possible.



[Cohort 2019/2020-21 Comparison](#)



*“As ‘makers of change’ in government and state service, every enterprise-wide IP challenge is pioneering whole systems as our COVID-19 response. Mirroring today’s world-wide integrated response, Cohort 2020-21 re-imagines government as one system and one economy—where all departments, all people, are integral spokes to the collective wheel of unlimited possibilities we can achieve. As we move from independent to interdependent in our training environment, both grow in tandem—the individual contributions and the collectively achieved outcomes. We are innovating a COVID-19 response to capture the best practices and lessons learned across the pandemic as a hybrid source of fuel propelling new job creation. In capturing the best of ‘what-is’ we are co-creating a new normal that embodies the persona, ingenuity, skill, and wisdom of government, people and economy. There are infinite projects, programs and events that will now capture the DNA of society as **One System, One State, One World!**”*

—Rebekah Christensen, Co-Founder, ORA Systems, Chair, Cal-IPGCA

FOREWORD: Cohort 2020-21 Innovation Priorities are designed to evolve hierarchical systems into dynamic whole systems that can respond to our state’s COVID-19 enterprise-wide challenges and support the re-imaging and rebuilding of essential functions that drive our state workforce and economy.

The whole systems response defined by Governor Newsom’s Innovation Sprint [Executive Order – N-10-19](#) in January 2019 foreshadowed the world-wide COVID-19 pandemic that has laid bare the fact that only systemic approaches offer an immediate capacity to respond to cause and effect regarding life and death situations in our own state, the country and the world.

Time is of the essence. Our innovation outcomes pledge for Cohort 2020-21 is:

“We are bending the curve of innovation, claiming the outer limits of possibility!” –Governor Gavin Newsom - March 20, 2020

CaI-IPGCA COHORT 2020-21 INNOVATION PRIORITIES

All Cohort 2020-21 Innovation Priorities (IPs) will be “filtered through a lens of Emergency - Disaster Response”. [Here’s how it looks!](#)



SACNetwork State Agency Collaboration Network

The [Cal-IPGCA Association](#) was formed as a moonshot outcome by Cohort 2017. Its accelerating membership base represents 56 State of California Departments. **As the nucleus of SACNetwork**, Association members will strive to promote communication, knowledge sharing, pursuit of common innovation goals, and the capacity to deploy its members’ skills and capabilities. As volunteer advocates we can respond to our state’s most critical enterprise needs. **Free membership** has expanded to conform to Governor Newsom’s Innovation Sprint [Executive Order – N-10-19](#) by including all public and private partners, academia, NGOs and tech companies.

CaI-IPGCA COHORT 2020-21 INNOVATION PRIORITIES (IPs): ONE SYSTEM, ONE STATE, ONE WORLD

“Our futures are inside of us; it is the decisions we make.”

—Governor Newsom - June 15, 2020

IP #1: Build A State Agency Collaboration Network (SACNetwork)

PROBLEM STATEMENT: The silo mentality within State government contributes to a culture of resource hoarding and non-cohesive environments that prohibits growth and fosters duplication of work. COVID-19 created a binary choice, transitioning from yesterday’s silos to integrated systems as a necessity for governance of our global society where cause and effect are immediate.

BACKGROUND: Cohort 2019’s collective Moonshot project recommended that the Cal-IPGCA Association lead a Cohort 2020-21 Innovation Priority team to work on building a State Agency Collaboration Network (SACNetwork). The purpose of SACNetwork is to connect people, processes, tools, and training to (a) empower and enable employees to rapidly assess and share knowledge, skills, abilities, best practices, and resource capabilities relational to need and to (b) foster the agile interagency collaboration essential for developing and testing innovation prototypes to deliver a “California for All.” The creation of a shared body of language, expertise, and tools will enable State agencies and their public and private partners to tackle some of the toughest challenges facing the State of California, i.e., to

learn about innovative efforts currently underway to rebuild the state’s economy post-COVID, and to co-create workable solutions at the pace of change.

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, transform silo mentality in State government to become (1) unified in achieving a common-ground of sustainable collaboration capable of addressing real problems in real time, (2) inherently responsive to the people **we** serve, (3) intrinsic **stewards** of public resources, (4) the **employer of choice** at the forefront of government innovation, and (5) **storytellers of ROI** that quantify return on investment through data analytics that demonstrate our people, our processes and our individual and collective capabilities through the Cal-IPGCA’s TRAX Solutions “Cal-IMPACT” data system.

*Combining two members from each innovation team, SACNetwork is an overarching network designed to integrate the approach, goals, objectives and outcomes of all IPs as **One System, One State, One World.***

IP #2: SACNetwork Memorandum of Understanding (MOU)

PROBLEM STATEMENT: Despite California being the home of some of the most progressive technological capabilities in the world, California’s state government organizations demonstrate an outdated siloed culture of resource hoarding that prohibits growth and fosters duplication of work. We need to better align people, processes, technology and tools to work across (not destroy) our institutional, professional, political, technical, geographical, business, economic, and spiritual silos.

BACKGROUND: The State of California comprises a widely diverse group of over 230 agencies, departments, boards and commissions. At this scale, a Memorandum of Understanding (MOU) needs to be established to create a common language for collaboration across organizations. This MOU seeks to unlock and engage our government’s most valuable resource—its people. The MOU shall define guiding principles to foster agile interagency collaboration including but not limited to:

1. Inclusive, transparent, and collaborative processes to develop trust and improve relationships
2. Respect and value the roles and responsibilities of all parties involved
3. Shared ownership of policies and practices aligned with common goals and services
4. Involvement of each other early and often during project planning and implementation
5. Empowerment of agile interagency teams to define problems, find solutions, and/or resolve common challenges
6. Use of science and technology to plan policy and new approaches to resolve long-standing issues
7. Develop and share best practices in the interest of mutual learning and improvement
8. An overarching outcome-based approach for setting State of California policies, programs, regulations, and investments
9. Demonstrated bias toward action through small scale, early successes that can build to broader solutions

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, create and execute a Memorandum of Understanding (MOU) as a non-binding agreement for organizations to work together to promote and support innovation and change leadership in the State of California.

IP #3: SACNetwork (Government) and KollaborNation (Private Sector) Skills Banks

PROBLEM STATEMENT: State government needs a simple way to fortify employee engagement, identify, compile, access, and match employee skills to mission critical real-time projects and tasks, and cross-connect and integrate private sector skills and insights to innovate change. With the increasingly complexity of the COVID-19 pandemic and its long term impacts, the State of California will need to quickly adapt to changing societal needs and to collaboratively lead pioneering efforts that restore a strong California economy.

BACKGROUND: Jobs in California State Civil Service are grouped into Class Specifications—documents which describe essentially similar jobs and include the qualifications (skills) for the job. There are currently about 4,500 different job classifications in the State Civil Service grouped into about 2500 Class Specifications. Alongside this complexity, the State is endeavoring to keep up with existing mission-critical program priorities while responding and supporting communities that are dealing with complex response and recovery needs related to natural disasters or California’s response to the COVID-19 pandemic. This has placed unfathomable pressure on departments, agencies, businesses and all strata of our state’s economy. Departments and agencies face significant challenges in determining their mission-critical priorities and staff, especially under the strain and immediacy assessing response and recovery needs post COVID-19 and the State’s natural disasters that repetitively occur with alarming frequency.

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, establish a “whole economy” skills bank that can triage skills matching for critical projects and tasks. Predicated on specified needs, this skills bank will not only identify the skills that drive educational pursuits, careers, projects, programs and tasks, but then go beyond to capture the passions of one’s heart where a “mission to serve” is the hybrid fuel in volunteering and committing effort to the real time needs of government and society.

IP #4: SACNetwork Innovation Corps Platform: Alpha-Beta Testing of Best Available Technology (Public and Private)

PROBLEM STATEMENT: State government must foster a culture conducive to innovation by communicating and collaborating with the private sector as an institutional norm. Instead of contracting for a particular technology, the government must use needs to drive solutions. Through stronger partnership, we can claim the outer limits of possibility in rebuilding a sustainable state economy post COVID-19.

BACKGROUND: California is the 5th largest economy in the world and home to some of the most innovative, progressive, and productive companies, academic institutions, nonprofit organizations, and engaged citizens anywhere in the world. We are facing unprecedented challenges to the way we protect the health, welfare, safety and sensitive information of our residents; hence, we must respond to these new challenges with a commensurate level of innovation and intentionality. In 2019, Governor Newsom established [Executive Order N-04-19](#) allowing departments the opportunity for sustainable whole system innovation sprints. We must activate our mutuality and give recognition of our interdependence as one system, one state, one economy, and one world by procurement that capitalizes our state’s innovation economy.

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, establish an Innovation Corps of global collaborative partnerships that create a real time test-bed and platform for testing the best available technology to meet specific needs identified by government and society. Convene state experts, vendors, entrepreneurs and scientists to accomplish this task. Create a holistic model of service delivery that is sustainable for future generations.

IP #5: SACNetwork Middle Management Consortium for Innovation and Change.

PROBLEM STATEMENT: Without investing in middle management, innovation will not and cannot move through the organization. Increasingly, middle managers in state government hold accelerating responsibilities and are pulled in multiple directions, moving innovation lower on their growing list of priorities. COVID-19 has shifted the dominant hierarchical governance of employees to a governance model that must embrace an agile teamed environment possessing skill to address the cause and effect of decisions that must produce outcomes in real time.

BACKGROUND: Middle management serves as the liaison between the employee base and the senior leadership. Many middle managers promote from roles as technicians and subject matter experts, and may not be equipped to transition from managing processes to managing state workers. For innovation to take hold, and if California is to manage the day-to-day of re-opening our economy, people must be able to connect to others who hold a piece of the puzzle they are trying to solve.

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, establish a Middle Management Consortium for Innovation and Change that enables middle management to co-creatively develop their skill sets, toolsets and mindsets around government innovation post COVID-19. Create top-down and bottom-up incentives for collaborating across organizational and hierarchical divides to build teams that strive for bold courses of action that un-stick innovation. Promote a culture that appreciates and rewards the unique and creativity-inducing role middle managers can play when they empower the employees they mentor as well as the strategic vision they serve. As the State of California re-opens and re-builds the State’s Covid-19 impacted economy, the Middle Management Consortium for Innovation and Change is positioned to step forward in the leadership of this paradigm shift ahead.

IP #6: SACNetwork “Rise-Up” Ambassador Corp for Homeless Youth.

PROBLEM STATEMENT: COVID-19 revealed an alarming truth, homeless kids became the pandemics invisible population where nowhere is safe as they scramble to find food, shelter and a sense of safety. Beyond the ravaging impacts of COVID-19, California as the world’s 5th largest economy, cannot camouflage the most pernicious crisis in our midst—the ultimate manifestation of poverty: homelessness. California is struggling to ensure proper housing, healing, and humane treatment for so many of its own people. Pre-COVID-19, the count of homeless individuals in California totaled over 150,000. We need to answer the Governor’s 2019-20 call to focus on one part of the homeless population and address it with intentionality. **We propose to shift homelessness at its origin — the children —** where all change is possible and all futures are open roads to be explored.

BACKGROUND: Every day, the California Dream is dimmed by the wrenching reality of families, children and seniors unfed and sleeping on a concrete bed. Military veterans who wore the uniform of our country in a foreign land are abandoned here at home. LGBTQ youth are fleeing abuse and rejection from their families and communities. These faces of despair are failed by our country's leaders and our nation's institutions. As Californians, we pride ourselves on our unwavering sense of compassion and justice for humankind—but there's nothing compassionate about allowing fellow Californians to live on the streets, huddled in cars or makeshift encampments. And there's no justice when sidewalks and street corners aren't safe and clean for everybody.

The COVID-19 pandemic has renewed the urgency of this pursuit to homeless children as it has driven them underground; if not in school, where are they? This is a question we should not have to ask as most of us "shelter-in-place" in homes that are warm and safe. Yes, we each have real challenges to face, but we have food to eat and, in many cases, jobs to return to as well as public resources to support our pathway of return. None of this is a truth for these homeless children.

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, to development the "RiseUp Ambassador Corp" for homeless and at-risk children and youth. The RiseUp Ambassador Corp will develop an integrated, holistic whole systems approach to provide mentors, (including young adults, compelled advocates, seniors, etc.), and networks that span communities and create ports of entry for wrap-around social services to be administered. RiseUp Ambassadors will encourage these children to step past "what is" in their world to see "what can be."

"Most of us know that it's a matter of choice to collaborate and synergize, but our conscious actions often succumb to the 'default thinking' that takes us back to us vs. them, right or wrong, black or white, and, of course, winners and losers. As we understand our inclinations and endeavor to discard this kind of thinking, we appreciate that collaboration is the journey, not the destination." -Rebekah Christensen, Cal-IPGCA Chair

IP #7: SACNetwork: Teleworking in California

PROBLEM STATEMENT: The shift toward remote work (i.e., work that takes place away from the office) is happening much sooner than anticipated. Government organizations are inadequately prepared for the increasing necessity of tele-work employment. Organizations need solid remote employment best practices in order to adapt to needs of the current environment and the ways work itself is changing.

BACKGROUND: Thought leaders on the future of work have long anticipated a shift to a more distributed and remote workforce. However the COVID-19 pandemic accelerated that shift as concerns for public health and safety meant many employees were required to work from home. This rapid change forced many government leaders to "make it up as we go" when it came to establishing and managing remote work policies and procedures. Government leaders are in great need of remote employment best practices and lessons learned to adapt to their organizational needs.

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, equip government leaders with a knowledge sharing mechanism to discover, contribute, and share actionable best practices and lessons learned for remote employment. These best practices and lessons learned will represent a diverse body of knowledge from reputable, high-quality sources and demonstrate a bias toward action. Government leaders will be able to provide feedback and share their stories about implementation, as well as contribute their own best practices and lessons learned for remote employment.

"We have a hierarchy of values in this country that diminishes certain people based on their color of the skin. And we have perpetuated that hierarchy for centuries in this state. And we need to own up to that. And we need to foundationally rip that out of its root. When we talk about institutional racism, that's what we're talking about. And we become most numb to it, blind to it. No one wants to go back to normalcy. If you want to go back to normalcy, I'm not going there with you. I don't want to go back to normalcy. I want something better. We deserve something more from this generation. Our young people demand something better and something more. Please resist normalcy. Normalcy created the conditions that led to this moment. Normalcy has no place in terms of our reconciliation of this moment. We have to meet a higher calling. We are so much better than this. We are so much more capable than this. We can rise up to this moment. We will lead and we will listen and we will begin to reconcile, but with resolve and a commitment and a persistence that is demanding of this moment." -Governor Gavin Newsom, June 5, 2020

IP #8: Beyond Racism: One System, One State, One World, One People

PROBLEM STATEMENT: In January 2019, an article in the Smithsonian National Museum for Natural History titled **One Species, Living Worldwide** stated the **DNA of all human beings living today is 99.9% alike**. We all have roots that extend back 300,000 years to the emergence of the first modernistic humans in Africa.

Constructing the Root Cause of Racism:

- Since we cannot assign specific physiological attributes to racial inequality, to define this concept we must look to today's hierarchical structures that continue to perpetrate a class system that has endured for thousands of years. Hierarchy as an institution can be traced back to ancient Rome.
- Hierarchy is defined as a ranking of positions of authority, often associated with a chain of command and control. In modern societies, whether or not we are aware of it, **hierarchical** organizations pervade all aspects of our lives.
- If there are no effective checks on society's leaders, hierarchy easily and inevitably breeds inequality. Sociologists even have a name for this - the Iron Law of Oligarchy.

- Webster defines oligarchy: "a small group of people having control of a country, an organization or institution."
- The Racial Equity Institute states: "Social and institutional power combined with race and prejudice is a system of advantage for those considered white, and of oppression for those who are not considered white." ~ Racial Equality Institute
- The Government Alliance on Racial Equity states: "Racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved" ~ Government Alliance on Racial Equity
- "We have a role to play within the Natural Resources Agency to make things better. We have to be part of the solution, so we are not inadvertently perpetuating the problem. Simply put, we need to bring the change that we want to see in this country into our own institution." ~ Secretary Wade Crowfoot, California Natural Resources Agency – June 5, 2020

Cal-IPGCA COHORT 2020-21 INNOVATION PRIORITIES

BACKGROUND:

- Wesley Morris, writing in The New York Times, put it this way: *“This country manufactures only one product powerful enough to interrupt the greatest health and economic crisis it’s probably ever faced. We make racism the American virus and the underlying condition of black woe. And the rage against it is strong enough to compel people to risk catching one disease in order to combat the other.”*¹
- Citylab’s, Teresa Mathew states in “Mapping Racial Disparities in the Golden State,” published November 12, 2017, *“The common denominator was high concentrations of people of color and yet discussions were about zip codes and socio economic status — not race. Not having the discussion of race at the table meant key dynamics and factors for change were not discussed.”*

A tipping point occurs when a series of small changes or incidents becomes significant enough to cause a larger, more important change to occur. This then causes a cultural paradigm shift in attitudes, behaviors and actions. Not just nationally, but globally, the George Floyd incident was the tipping point where the human outcry for equality for all has become a united voice, across all cultures, heard and actioned world-wide.

INNOVATION PRIORITY GOAL: Through the guidance and support of the Cal-IPGCA Association and with SACNetwork as the nucleus, we have determined the “emergency response” public benefit purpose of all Cohort 2020-21 Innovation Priorities is to address systemic racism at a depth of “root cause.” This call for emergency response requires an action plan that insists on tangible change.

The intent: To create a literal “movement” that harnesses a wave of racial integration uniting the diverse cultures of California as One System, One State, One World!

1. More broadly, relating to systemic collaboration: *“They (participants) must be willing to transcend organizational boundaries and bureaucratic inertia to pursue such change.”* (Guidebook for Multi-Agency Collaboration for Sustainability and Resilience, AASHTO, Standard Committee for Planning – February 2020).

Cal-IPGCA CHAMPION SUMMITS



RAPID INNOVATION PROGRAM – CHAMPION SUMMIT



Location: Zoom Champion Rapid Innovation Summit

Date: Thursday February 25, 2021, and Thursday, March 25, 2021

Time: 8:00 AM - 11:00 AM

What is a Champion? A Cal-IPGCA Champion is an individual or organizational entity, either governmental or non-governmental, that is invested in achieving a return on investment (ROI) from an enterprise-wide Innovation Priority (IP) that is under development by the Cal-IPGCA innovation teams. As leaders and subject matter experts, these Champions provide strategic direction to the Cal-IPGCA teams regarding their perspectives on the existing and desired future state of the IP, including the desired data analytics.

What is an Innovation Priority? An Innovation Priority (IP) is an enterprise-wide challenge facing the State of California. The Cohort 2020-21 IPs were submitted to Cal-IPGCA by its Executive Sponsors and Board of Advisors. These Innovation Priorities (IPs), linked below, guided the development of Cohort 2020-21’s Moonshot Innovation Projects.

What is a Moonshot? A Moonshot aims for an exponential improvement over what currently exists. The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that can shift the approach and outcomes of people, process and technology to make that solution possible.

What is Rapid Innovation? Cal-IPGCA has developed a hybrid approach to inclusive problem-solving that is premised on “thinking big” and moving faster from the original concept to an elegant design that promotes heightened productivity and outcomes, aka, exponential improvement! Cal-IPGCA’s Rapid Innovation approach is designed to include every voice which is valued and heard. This approach enhances the participants’ “buy-in” at each step of the rapid innovation process. We use segments of our rapid innovation process to integrate input from our program Champions.

What is the Goal of this Event? The goal is to incorporate strategic guidance from our program Champions to guide our IP Moonshot projects and its associated data analytics for the purpose of enhancing outcomes, performance and return on investment (ROI).

FACILITATED INPUT: The Innovation Force Leadership will facilitate each person’s input into each of the following Moonshot Teams. Each Team will make abbreviated presentations, followed by the facilitators asking the following four questions via a guided “rapid-innovation” cycle:

1. What goals do you see as important for this Innovation Priority?
2. What is your biggest/highest priority action within this Innovation Priority?
3. What challenges to achieving these goals do you see for this Innovation Priority?
4. What data analytics would you like to see resulting from the final product of this Innovation Priority?

CHAMPION INTERVIEWS: Champion input will conclude with “teamed interviews” with each of you. You will be assigned your teams at registration. These interviews will be taped only for the purpose of note-taking. The feedback in the minutes will remain anonymous.

Cal-IPGCA

ENGAGE... where impossible is possible and ideas become reality — that's innovation!

The Cal-IPGCA **ENGAGE** Experiential Learning Center exemplifies an evolution of applied learning that creates an immersive deep-dive into affecting change in real time as **Engagement** Nourishes, Galvanizes and Accelerates our Growth as Equals. It achieves this by connecting the strategic vision of our state leaders to our collective synergistic insights—from the compartmentalized parts of our personal lives, the siloed environments of our organizations, and from flattening the curve of competition within our teamed innovation projects.

ENGAGE features two distinct but interconnected training tracks. Both tracks are connected to core curriculum taught by Cal-IPGCA Leadership.

- 1. CALHR LEADERSHIP VALUES:** 18 Modules – Connects to 4 Change Challenge Forums
- 2. JUST ASK WHY – 8 STEP PATH:** 4 Modules – Connects to a corresponding Master's Class

1. The GOVOPS-CALHR 9 LEADERSHIP VALUES TRAINING TRACK features 18 5-minute modules that articulate a lesson that trainees are instructed to “incubate” as applied outcomes—as demonstrated in their personal and professional lives and in their teamed innovation projects. The 18 modules cover two lessons for each of the 9 CalHR Values.

Communicate Effectively – As demonstrated by strong writing, verbal and listening skills to create an open and transparent environment for the exchange of information.

Inspire & Engage – As demonstrated by an ability to motivate loyalty to a mission or plan; challenge individuals professionally and personally to achieve goals; connect employees to the work; celebrate success.

Develop Others – As demonstrated by a commitment to coach, guide, train, instruct, and develop team members; empowering others through a sense of shared ownership and decision-making; supporting work-life balance and employee wellbeing.

Foster a Team Environment – As demonstrated through the support and recognition of team members both professionally and personally; team-oriented.

Exhibit Personal Credibility – As demonstrated by authenticity, confidence, consistency, courage, decisiveness, generosity, honesty, integrity, judgment and risk awareness.

Build Collaborative Relationships – As demonstrated by a broad appreciation for collaboration in public policy engagement and fostering an inclusive environment for consensus-building and decision-making.

Improve Our Organization – As demonstrated by a commitment to drive continuous improvement for better results.

Achieve Results – As demonstrated by setting a clear vision to achieve productive results by developing plans to meet targets, leverage staff skills and solve problems.

Model Good Governance – As demonstrated by stewardship for customer service, accountability, transparency, sustainability, policy, compliance and solid political acumen.

GOAL: To create a commonly held value-based language of leadership and innovation that transcends agencies, departments, hierarchies, cultures, projects and programs into the real time environments of our personal lives, organizations and innovation projects.



2. Just Ask Why – 8 Step Path Training Track: The **ENGAGE** “Just Ask Why” – 8 Step Path training track is equal parts personal discovery, organizational discovery, and the reimagining of outcomes for enterprise-wide challenges. Our Moonshot projects combine with a “rubber meets the road” approach to achieve outcomes that can generate tangible return and demonstrate the capacity to shift our government’s trajectory to meet critical need.

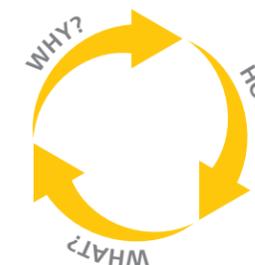
On-site training combines with virtual learning in the “Just Ask Why” curriculum taught by Cal-IPGCA executive sponsor, Kathleen Webb, Chief Deputy Director of DMV. This curriculum focuses on guiding the deployment of our Moonshot projects. Instead of incremental improvement, Moonshots aim for exponential improvement over what currently exists.

“The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that can shift approach and outcomes of people, process and technology to make that solution possible.”

- As mission-bound organizations, laws and regulations have guided the policy and processes that have managed government status quo for decades. But overnight, COVID-19 figuratively uprooted the silos that walled-off innovation; the success of our response depends on aligning as One System. One State. One World. The importance of a mission statement is the why behind what we do.
- We now must relearn what it means to be resilient and to innovate new solutions while still flying the plane—to build new ways of doing business where interrelationship with each other is central. We are collectively building new foundations of government and business that have never before existed. The cause and effect of our decisions have an immediate positive or negative impact on those around us.
- In constructing our Moonshot projects, Cal-IPGCA uses a hybrid iterative 8-Step process that fully integrates “Just Ask Why” queries by initiating at the personal level of the innovators (the decision-makers) such that its flow systemically includes both organizations and projects.

8 Step Path

- Step 1. Urgency** – Make the case for change
- Step 2. Opportunity** – Show them what the future can hold
- Step 3. Incentives** – What can they get out of this?
- Step 4. Resources** – Give them the tools to succeed
- Step 5. Planning** – Show them how
- Step 6. Accountability** – Who does what by when?
- Step 7. Metrics** – What gets measured gets done
- Step 8. Recognition** – Honor achievement



At each step of the **8-Step Path**, there is an iterative process where we ask... The Golden Circle

- Why** – Why do you do what you do?
- How** – How do you do what you do?
- What** – What is it that you do?

The combined path constructs an iterative triad that is fluid across the spectrum of the Moonshot project. The goal is to build “organic relational agility” (ORA Triad) between all components of the project and the project personnel. This systemic approach is constructed as a dynamic (as opposed to static) process that allows the project to remain fluid, agile, and able to respond to real time changes as they occur in society.

- If a project is constructed in silos, it remains in silos.
- But if all levels of a project are constructed as interconnected and fluid dynamic systems (ORA Triads) of integration, at project fruition it sustains its fluidity as a whole system capable of retaining its construct and functionality in a real time world, complete with the agility to respond to constant change.

Combined Path – “ORA Triad”

1. Why Innovate Now?

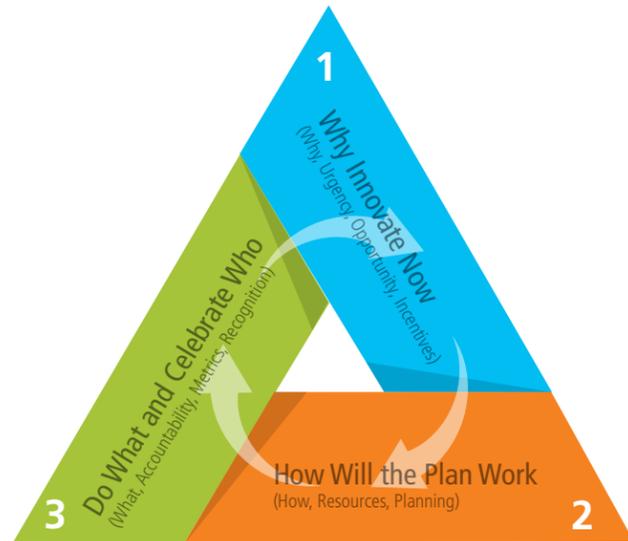
(Why, Urgency, Opportunity, Incentives)

2. How will the plan work?

(How, Resources, Planning)

3. Do what and celebrate who?

(What, Accountability, Metrics, Recognition)



Kathleen Webb reinforces, “When we are carrying the banner of why, and you are clear about your what and how, that is contagious. The key is to know why. Because when you know your why, you have options on what your what and how can be. Why...who knew that a word that contains just three letters would be so significant to effect massive change.”

Individual Innovation Playbooks document results!

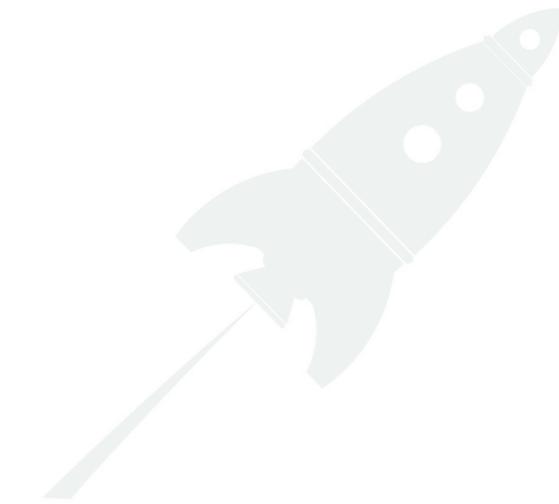
These playbooks capture the innovationist trainee's journey over the 6-Month training series. Each trainee needs to consider these modules as their own personal innovation journey where the thoughts they reflect in their outcomes test are not shared with anyone. While the open-forum discussion chronicles public input, we think the confidentiality of allowing for the privacy of the test results generates an optimum environment to drive authentic growth and transformation of our innovationist trainees.

Authentic. Fluid. Agile. Scalable. Collectively, both ENGAGE tracks of applied learning are creating a foundation that can drive exceptional performance when we integrate what we learn into the “what we do, who we are and how we do it of our day to day lives.” Working in tandem, project clarity and function is enhanced, creating greater efficiency ratios that lead to sustainable outcomes. This type of hybrid connectivity is a source of fuel that fundamentally operationalizes innovation and change as an organic whole system capable of responding as – **One State, One System, One World.**

Deployment: The two independent but interdependent ENGAGE curriculums are deployed virtually, from a real-time environment via a moderated discussion board where leaders and learners congregate in an open forum where discourse has no boundaries of space or time. Each module is open 24/7 for 7 days. The ENGAGE mentors guiding the discussions are Cohort graduates. We think it will rapidly become difficult to discern any differential between our mentors and mentees as we align and coexist in a thriving and dynamic learning environment.

This curriculum is taught first in the classroom. Deployment occurs by ENGAGE featuring different aspects of the classroom-based curriculum.

- The innovationist trainees are required to take what they have learned and, through careful incubation, then apply these in their personal and professional lives as well as their teamed innovation projects.
- Once released on a public-forum discussion board, the module remains open for 7 days.
- At some point during the 7-day training cycle, the open-forum discussion will be joined by the state leaders instructing the lessons. To heighten understanding and focus, they will offer their own unique real-time take and strategic perspectives in conversation with our teamed innovationist trainees.
- What's more, each module is memorialized with a digest that historically captures the dynamic input from the participating innovationist training community.
- One week from the opening date of each module, trainees are tested on how they applied a specific lesson in their personal, professional/organizational lives and within their teamed innovation projects.
- The analytical outcomes are then posted online one week beyond the closing date of the module.



Zoom Hackathon Cohort 20-21

Thursday, April 22, 2021

8:00 AM – 5:00 PM

- Hacking is, at its best, creative problem solving. It's not only a technology-related activity – we're seeking "hackers" for all kinds of opportunities to enhance outcomes for Cohort 20-21.

Cal-IPGCA Background:

This innovation and change leadership program has iterated in California State Government since 2012. The California Innovation Playbook for Government Change Agents (Cal-IPGCA) builds an experiential learning ecosystem through a 6-month intensive Bootcamp Cohort.

Cal-IPGCA Cohorts transcend agency and departmental boundaries and hierarchies to form innovation teams. Working side-by-side without titles, Cal-IPGCA Cohorts develop Moonshot projects that reimagine solutions for enterprise-wide innovation priorities assigned by state leadership. As an innovation laboratory, Cal-IPGCA Cohorts learn to embody the skills of real-time leaders, innovators, and change agents that are able to adapt quickly to address the governance challenges of a real-time world.

In 22-modules, state leaders train CalHR's 9 leadership values in an experiential learning environment that requires the Cohort apply their learning in their personal and professional lives as well as within their teamed innovation projects. Simultaneously, Cal-IPGCA state leaders assign Cal-IPGCA Cohorts Innovation Priorities (IPs) that address enterprise-wide challenges faced by the State of California.

By working on these "Moonshot Projects," Cal-IPGCA Cohort Innovators seek innovative solutions that represent "exponential" rather than incremental improvements for the outcomes reached. The Cal-IPGCA Executive Sponsors have created a safe harbor for Cal-IPGCA Cohorts to innovate from this mindset of achieving exponential improvement.

Cal-IPGCA



We're looking for radical new perspectives and new ways to look at our innovation priorities and moonshot projects.

Never Hacked? Don't let that stop you! It's often the new participant who brings innovation through the door.

- Let your inner rebel join other like-minded individuals— individuals who think outside the box! This is a rich environment where ideas bump into other ideas such that innovation takes place for all of us!
- Are you ready to contribute your unique mindset, defy the status quo, and let your voice be heard? If so, then we're ready for you!
- We're searching for fantastic working solutions that deliver great results to the constituents of our state!

Types of Hackers Sought: Creative minds, entre/intrapreneurs, and problem solvers from all walks of life...

- Government intrapreneurs and technologists
- Vendors of all kinds
- Participants from scientific, academic, tech and entrepreneurial communities
- Participants from start-up companies, non-governmental organizations (NGO's)
- We welcome all ages and all spectrums of expertise!

Expertise Sought: It's open ended: Coders, app developers, data analysts and data storytellers, software developers, artists, graphic designers, trainers and curriculum designers, video production, communications specialists, community advocates, diversity specialists, social media influencers, policy gurus, program analysts, fiscal hawks, whole-systems thinkers, business plan and grant writing aficionados, venture capitalists.

BOTTOM LINE: If you have value to invest in return for the capacity to change the world, then here's your open door of opportunity!

Skills Sought

- Visionary collaborators that covet pragmatic planning
- Those adept at building doors and finding the doors in brick walls
- Authentic honest individuals with integrity – life and work inspires you so you inspire others
- Good communicators, listeners and storytellers. You empower and motivate team work.
- Accountable problem solvers with the capacity to turn ideas into solutions
- Systems thinkers who can see the whole as greater than the sum of its parts
- Creative, agile, efficient thinkers
- Those with tech-savvy practicality and know-how

These are not boundaries to keep you out—they're doors to whatever superpowers you want to bring!

Next Steps

Based on COVID-19 restrictions, we plan to offer both remote and on-site participation.

- **Thursday, February 18, 2021:** Register through Cal-IPGCA Association Homepage – [Register to Participate!](#)
- **Thursday, March 18, 2021:** Hackathon project information distributed to registered hackers
- **Thursday, April 1, 2021:** Cohort video calls with the teams
- **Thursday April 22, 2021:** Cal-IPGCA Zoom Rapid Innovation Hackathon

Review the [Hackathon Registration](#) for the comprehensive list of Hackathon dates.

USC Leadership 360° Professional Assessment and Executive Coaching

LEADERSHIP ENERGIZES 360°!

USC Price

Sol Price School of Public Policy

Great leaders energize!

The **Leadership Energizes 360°**-degree assessment is designed for current and emerging leaders to aid in professional development and personal leadership assessment. This web-based assessment measures leadership impacts as a snapshot in time across three broad areas: Individual Behavior and Characteristics, Group and Team Processes, and Organizational Context. The online tool begins with a self-assessment and collects observations from peers, supervisors, and subordinates. Results are reported across the three broad areas and broken down by observer type, allowing participants to analyze and reflect based upon their strengths and opportunities for improvement as perceived by themselves and others. Learn more at www.leadershipenergizes.com

Coaching Dates:
March - April 2021

\$550

- The 2nd post-series coaching schedule is designed to integrate a path for applying what was learned.

Note: This fee represents a significant discount for Cal-IPGCA Trainees from USC/Price's typical coaching fee structure.

▶ EXECUTIVE COACHING: What is coaching?



Paul Danczyk
Director of Executive Education,
USC Sol Price School of Public Policy



Michelle Schmitt
Facilitator, Executive Coach

Executive coaching facilitates applied professional growth and is included in this year's Cal-IPGCA. Over the 5-month course, two 45-minute spot coaching sessions are conducted. Participants will work with a certified coach, using the **LeadershipEnergizes360!**

Executive coaching focuses on the present and future self. While some background is necessary, executive coaches will not analyze or try to diagnose psychological behaviors—this would be counseling. Instead, the conversation evolves to help you better understand yourself, internal and external obstacles, strengths, and professional goals. The coaches will challenge the discussion through active listening, and the conversation only goes where the participant chooses to take it. The two sessions are one-on-one and confidential.

Cal-IPGCA COHORT 2020-21 FACILITATION ASSISTANT

We know that facilitation is more than a practice—it's a solution. Facilitation soft skills are essential to the success of individuals, teams, customer relationships, and the delivery of constituent services—these skills truly represent an enterprise-wide need! Cal-IPGCA facilitation instruction sets itself apart from other training, as training is conducted in tandem with the Cal-IPGCA Program. We live in a real-time world where change is a constant. We train facilitators (and the trainees they oversee) to thrive in this environment at the forefront of change and innovation in government.

VIRTUAL FORMAT: Due to restrictive guidelines on in-person meetings, Cohort 2020-21 has converted to a virtual format.

\$3350

Note:
A prerequisite for acceptance as a candidate is the completion of a prior Cal-IPGCA Cohort.

ELITE

– Accepts and trains only 6-candidates annually

DISTINCTIVE

– Facilitation Assistants work hand-in-hand and are mentored by our trained Cal-IPGCA facilitators.

APPLIED – REAL-TIME

– Skills learned in the 16 hour intensive pre-training environment are then honed across a 6-month classroom and work-based leadership and innovation program – The California Innovation Playbook for Government Change Agents (Cal-IPGCA).

SPONSORED

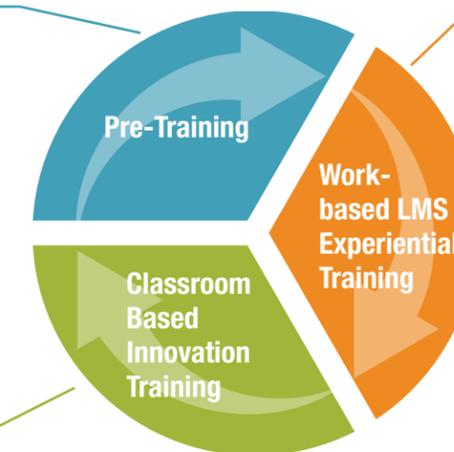
– Cal-IPGCA is under the Executive Sponsorship of the Government Operations Agency, the Department of General Services, Franchise Tax Board, State Compensation Insurance Fund, the Asian Pacific State Employees Association, and the Cal-IPGCA Association.

HYBRID

– Unlike other facilitation training, Cal-IPGCA Facilitation Training is a hybrid in that 80% of this 98 PDH training program is carried out in applied manner in tandem with the Cal-IPGCA 6-Month Training Series. (We prioritize on-the-job training!)

Cal-IPGCA Facilitation Pre-Training: Adaptive (Hybrid) Facilitation Training

- 9 Components
- 16 Hours: (8 Hrs Facilitation-8 Hrs Curriculum)
- **Pre-Training Outline:** "Being and Doing"
 - Team Interdependency-Unleashing Knowledge
 - Managing You to Guide Others
 - Time Management
 - Integration: Hearing all Voices
 - Dignity & Respect vs. Dysfunctional Behavior
 - Visual Capture – Key Agreements
 - Learning Integration
 - Innovation Learning Circles
 - Day 2: Facilitating Cal-IPGCA Curriculum



Gov-Ops/CalHR Leadership Values Training: 2 Modules Per Value

- 9 Values
- 22 Standard Modules
- Conducted one day per week over 6 Months
- 14 Hours – Across 6 Months
- **Leadership Values** – **Curriculum**
 - Communicate Effectively
 - Inspire and Engage
 - Develop Others
 - Foster a Team Environment
 - Exhibit Personal Credibility
 - Build Collaborative Relationships
 - Improve Our Organization
 - Achieve Results
 - Model Good Governance

Continuous Cycle Innovation: The engine of Cal-IPGCA is fueled by the dynamic interaction that exists between 9 distinct program areas that function interdependently in real time

- 82 Hours – Across 6 Months – **Innovation Cycle**
 - Executive Sponsors
 - Board of Advisors
 - Innovation Priorities
 - Moonshot Teams
 - Program Management
 - Challenge Forums
 - Moonshot Project Champions
 - Experiential Learning
 - Cal-IPGCA Association

[Download full schedule](#)

Thursday, January 7 (8:00 AM – 5:00 PM)
Moonshot Training – Gateway

Thursday, January 14
Moonshot Training (8:00 AM – 5:00 PM)

Thursday, January 21 (8:00 AM - 11:00 AM)
 Statewide Change Challenge Forum

Thursday, January 28 (8:00 AM - 11:00 AM)
 Statewide Change Challenge Forum

Thursday, February 4 (8:00 AM - 11:00 AM)
 Statewide Change Challenge Forum

Thursday, February 11
Moonshot Training (8:00 AM – 5:00 PM)
 Statewide Change Challenge Forum

Thursday, February 25
Champion Summit (8:00 AM - 11:00 AM)

Thursday, March 11
Moonshot Training (8:00 AM - 2:00 PM)

Thursday, March 25
Champion Summit (8:00 AM - 11:00 AM)

Thursday, April 8
Moonshot Training (8:00 AM - 2:00 PM)

Thursday, April 22
Cal-IPGCA Hackathon (8:00 AM – 5:00 PM)

Thursday, May 6
Moonshot Training (8:00 AM – 5:00 PM)

Thursday, June 10 (8:00 AM – 5:00 PM)
Day of Innovation

VIRTUAL
 FORMAT: Due
 to restrictive
 guidelines on in-
 person meetings,
 Cohort 20-21
 has converted to
 a virtual format.

The Cal-IPGCA Curriculum ...cross pollinates People, Process and Technology to create One System, One State, One World!

Where: Cohort 20-21 offers an invigorating virtual classroom facilitated to innovate hyper-connectivity through a team-building curriculum for our trainee innovationists!

Moonshot Training: Per above schedule.

People: “Leaders Training Leaders”

- Cal-IPGCA [Executive Sponsors](#)
- Cal-IPGCA [Board of Advisors](#)
- 30-Member State Leadership Faculty
- Cohort 20-21 [Champions](#)
- [Cal-IPGCA Association](#) (Member Advocates-Volunteers)
- Cal-IPGCA Management Team
- Cal-IPGCA Trainees



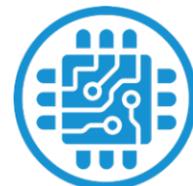
Process: A Whole Systems Approach

- State Agency Collaboration Network ([SACNet](#))
- 8 Innovation Priorities ([IPs](#))
 - Enterprise-wide Challenges
- “Just Ask Why” - 8-Step Path [Curriculum](#)
- Change Challenge [Forums](#)
- Champion [Summits](#)
- Experiential Learning: Cal-IPGCA “[ENGAGE](#)”
 - 22 Modules: CalHR’s 9 Leadership Values
- Teamed Moonshot Project Development
- Rapid Innovation Facilitation Process ([RIP](#))



Technology: Fuels Human-Systems Connectivity

- SACNet [Skills Bank](#) Development
 - Skills Bank Beta Testers
 - Cohort Innovation Sprints
- Slack – Zoom – Innovation Break-out Rooms
- Teamed Innovation Sprints
- Real-Time Surveys – Analytics
- Cal-IPGCA [Hackathon](#)
- Real-Time Innovation Playbooks



Register now as a full-time virtual trainee for [Cal-IPGCA Cohort 20-21](#).

[Cohort Overview](#)

Meets the State of California’s biennial leadership training requirements. (GC 19995.4)

Designed for: Government line staff who are rising stars with management potential | First line supervisors | Middle managers | Executives

Welcome Regional Government, Academia and Private Sector Technology Partners: Cal-IPGCA Cohort 2020-21 invites regional government, academic and technology innovation leaders to join as trainees and sponsors.

\$3350 FULL-TIME TRAINEE **2021 Date Cycle**

86 Professional Development Hours (PDH) Hours

Thursday, January 7: Moonshot Training - Gateway	8
Thursday, January 14: Moonshot Training	8
Thursday, January 21: Statewide Change Challenge Forum	3
Thursday, January 28: Statewide Change Challenge Forum	3
Thursday, February 4: Statewide Change Challenge Forum	3
Thursday, February 11: Moonshot Training	8
Thursday, February 25: Champion Summit	3
Thursday, March 11: Moonshot Training	5
Thursday, March 25: Champion Summit	3
Thursday, April 8: Moonshot Training	5
Thursday, April 22: Cal-IPGCA Hackathon	8
Thursday, May 6: Moonshot Training	8
Thursday, June 10, 2021: Day of Innovation	8
* Individual Playbook: ENGAGE Experiential Training Book: 14 – 15: Based on trainee’s participation	86 PDH
Optional Add-on USC 360 Performance Evaluation + Executive Coaching Additional Cost: \$550 (a \$1100 value)	(Includes 13 Hrs for Team Meetings)
SACNetwork Skills Bank Beta Test	
SACNetwork Skills Bank Beta Test Participant Beta Test Dates: February 1, 2021 - June 10, 2021: Cost: \$100.00 per person.	✓
Departments must have at least one registered Trainee in Cohort 2020-21 to register Skills Bank Beta Test Participants.	✓
Minimum SACNetwork Skills Bank Participant for Activation: 7500 participants minimum - Maximum participants: 200,000	✓



...cross pollinating People, Process and Technology to create One System, One State, One World!

Cohort 2021’s new virtual “**Leaders Training Leaders**” format is scaled to reflect the current status of the COVID-19 era we’re living in Government and Society. **Our virtual training includes:**

APPROACH: Cal-IPGCA 9-Component Curriculum is one fluid system Featuring 24-7 communication capability [slack](#) (Ref: Pages 2-3)

Cal-IPGCA CHANGE CHALLENGE FORUMS: Strategic Moonshot Project Advisory (Ref: Pages 5-9)

INNOVATION PRIORITIES (IPs) – ENTERPRISE-WIDE CHALLENGES: “Systems” that meet California’s COVID-19 real-time needs (Ref: Pages 10-16)

ENGAGE Experiential Learning: Building a statewide “language” of leadership and Innovation (Ref: Pages 18-21)

CHAMPION SUMMITS: Our “Champions” are partners, mentors and guides (Ref: Page 17)

Cal-IPGCA HACKATHON: Next Step Tech Solutions (Ref: Pages 22-23)

360 PROFESSIONAL ASSESSMENT – Executive Coaching (Ref: Page 24)

FACILITATION ASSISTANTS: Elite innovationist training assistants (Ref: Page 25)

DAY OF INNOVATION: As the final day of training, Cohort Innovationist trainee’s present outcomes to statewide leadership! (Ref: Pages 23-24)

Cal-IPGCA LEADERSHIP: Cohort 20-21’s leadership lineup! (Pages 29-42)



Cohort 20-21’s partner in training!

Applied Skills Learned: Real Time Leadership and Innovation | Public Speaking | Team Building | Cross-department Collaboration | Cross-department Innovation Project Development | Innovation Process Life-Cycle

Deliverables: Cohort-wide Individual Playbooks | 7 Innovation Projects based on 7 Enterprise-wide Innovation Priorities | Cohort Enterprise Innovation Playbook | [Here are our 2019 Outcomes](#)

REGISTER NOW!

Pre-registration ONLY:
 Sign-up reflects your
 indication of interest.

Cal-IPGCA

Ca1-IPGCA TRAINING PARTNERS- (Past-Present)



Ca1-IPGCA 2020-21 EXECUTIVE LEADERSHIP

Executive Managing Sponsor



ORA Systems, Inc.
Rebekah Christensen
 CEO, ORA Systems, Inc.
 Program Chair

Executive Departmental Sponsors



California Department of Motor Vehicles
Kathleen Webb
 Chief Deputy Director, DMV
 Executive Sponsor,
 Cal-IPGCA



Franchise Tax Board
Selvi Stanislaus
 Executive Officer,
 Franchise Tax Board

Cal-IPGCA Association Sponsor



State Fund
Sean Adams
 Senior Vice President of
 Innovation Design



Department of Water Resources
Kathie Kishaba
 Deputy Director, Department of
 Water Resources (DWR)

Executive Host Sponsor



Department of General Services
Daniel Kim
 Director, DGS
 Featuring: Director Kim's 8-Step
 Path to Achieving Innovative
 Outcomes in Government

Executive Non-Governmental Organization (NGO) Sponsor



Asian Pacific State Employees Association
Stephenson Loveson
 APSEA President,
 Data Center Chief,
 CALPERS

Executive Association Sponsors



Cal-IPGCA Association
MD M. Haque
 Branch Chief, DWR
 President, Cal-IPGCA
 Association



Cal-IPGCA Association
Mimi Fitzsimon
 Manager, FTB
 Vice President, Cal-IPGCA
 Association

Cal-IPGCA 2020-21 BOARD OF ADVISORS

Cal-IPGCA 2020 BOARD OF ADVISORS



Robert A. Barton
Commissioner
Board of Parole Hearings
2012-21



Marybel Batjer
President
California Public Utilities Commission
2013-21



Rhonda Basarich, (Retired)
Chief, Office of Fiscal Services, Department of General Services
2012-21



Erica Buckles
One World Institute
Board of Directors
2016-21



Bob Cagle
Co-Founder, CEO
productOps, Inc.
2021



Kathy Kishaba
Deputy Director, Department of Water Resources (DWR)
2016-21



Stephenson Loveson
Data Center Chief,
CalPERS
2021



John Laird
Candidate, 2020 California Senate
Cal-IPGCA Board of Advisors:
2014-18, 2021



Dean Lan (Retired)
Deputy Director, California Dept. of Health Care Services,
Senior Advisor, APSEA
2012-21



Jacob Moss
Founder, CEO
The Method
2021



Jamie Callahan
Deputy Cabinet Secretary Office of Governor Gavin Newsom
2012-21



John Chiang
Former California State Treasurer & Controller
Co-Chair, California Forward
2012-21



Keith Christensen
Co-Founder - COO
ORA Systems, Inc
2012-21



Rebekah Christensen
Co-Founder - CEO
ORA Systems, Inc.
Chair, Cal-IPGCA
2012-21



Paul Danczyk
Director of Executive Education, USC Sol Price School of Public Policy
2012-21



KOFFI KOUASSI
ENTERPRISE BUREAU CHIEF,
CA Dept of Social Services
2020-21



Linda Ng
Past-President, Asian Pacific State Employees Association
2012-21



Dean Pfutzenreuter
Co-founder, CTO
productOps, Inc
2021



Angelica Quirarte, "Angie"
Assistant Secretary for Digital Engagement, Government Operations Agency
2016-21



John Sanborn
Chief Learning Officer
Cal-HR
2019-21



Stuart Drown
Deputy Secretary
Innovation and Accountability
Government Operations Agency
2017-21



Chaeny Emanavin
Director, Office Of Innovation, CHHS
2019-21



Joseph A. Farrow
Chief of Police
UC Davis
2012-21



Mark S. Ghilarducci
Director, California Governor's Office of Emergency Services
2012-21



Becky Gibson
Assistant General Counsel
Government Operations Agency
2017-21



Tamara Srzentic
Communications Director
Open Gov Evangelist
CHHS
2019-21



Selvi Stanislaus
Executive Officer,
Franchise Tax Board
2012-21



Stephanie Tom
Deputy Director
Strategic Planning, Broadband and Digital Literacy California Department of Technology
2021



Jodi Traversaro
Emergency Preparedness Manager
Bay Area Regional Transit (BART)
2012-21



Jeff Uyeda
(Retired) Executive Partner, Fi\$CAL, APSEA Past President;
President, Jeff Uyeda Associates
2012-21



Richard Gillihan
COO, Department of Finance
2016-21



Scott Gregory
Deputy Director of Technology,
CAL FIRE
2016-21



Martin Hoshino
Administrative Director,
Judicial Council of California
2012-21



Daniel Kim
Director, Department of General Services
2012-21



Grace Koch
Senior Advisor
Governors Office of Emergency Services
2016-21



Shivani Bose-Varela
President Emeritus, APSEA
2016-21



Kathleen Webb
Chief Deputy Director
Department of Motor Vehicles
Exec. Sponsor, Cal-IPGCA
2016-21



Julie Whitten
Assistant Deputy Secretary for Innovation and Accountability,
GovOps
2019-21



Alicia Wong
Senior VP, Enterprise Project Services
State Compensation Insurance Fund
2016-21



Joe Xavier
Director, California Department of Rehabilitation
2014-21

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

****Invited; *Cal-IPGCA Management Team**



SEAN ADAMS

Senior Vice President of Innovation Design
State Compensation Insurance Fund

EXECUTIVE SPONSOR (2019-2021)

Sean Adams assumed the Sr. Vice Presidency of Innovation Design for State Fund in early 2019. He is a technology leader with ten years of experience directing software products and applications

through the definition, delivery, integration, and maintenance phases. Responsibilities include influencing stakeholders, resource allocation, market analytics, budget compliance, cost analysis, scope definition, project and program planning, and risk-mitigation analysis.



ROBERT BARTON

COMMISSIONER, BOARD OF PAROLE
HEARINGS

Cal-IPGCA BOARD OF ADVISORS: 2012-21 Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR 2017-21

Robert Barton was appointed to the Board of Parole Hearings by Governor Brown on 8/10/2017. Mr. Barton served as Inspector

General of the California Department of Corrections and Rehabilitation since 2011, where he was also senior assistant inspector general from 2005 to 2011. He was supervising deputy district attorney at the Kern County District Attorney's Office from 2000 to 2005, where he served as a deputy district attorney from 1988 to 2000. Mr. Barton earned a Juris Doctor degree from the University of California, Davis School of Law. The Navigating Leadership's Agency Leadership Award was presented to the Office of Inspector General in 2012.



MARYBEL BATJER ****Invited**

PRESIDENT, CALIFORNIA PUBLIC
UTILITIES COMMISSION (CPUC)

Cal-IPGCA EXECUTIVE SPONSOR: 2017-19 Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2019-20 Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Marybel Batjer is the president of the California Public Utilities Commission (CPUC), the nonpartisan body charged with regulating the state's utility companies. She was appointed to this position by Gov. Gavin Newsom (D) on July 12, 2019, and she took office on August 16 of the same year. She succeeded Michael Picker. The California Public Utilities Commission is a quasi-executive agency in the California state government. The commission regulates the state's "privately owned electric, natural gas, telecommunications, water, railroad, rail transit, and passenger transportation companies." Prior to her appointment, Batjer was the first Secretary of the California Government Operations Agency. GovOps is executive sponsor of the Cal-IPGCA. Ms. Batjer also served as Vice President for Public Policy and Corporate Social Responsibility at Caesars Entertainment Inc. Batjer's experience also includes serving as cabinet secretary to Governor Arnold Schwarzenegger from 2003 to 2005, chief of staff to

Nevada Governor Kenny Guinn from 2000 to 2003 and undersecretary at the California Business, Transportation and Housing Agency from 1997 to 1998.



RHONDA BASARICH*

RETIRED FALL 2019 AS CHIEF, OFFICE
OF FISCAL, SERVICES, DEPARTMENT OF
GENERAL SERVICES

Cal-IPGCA BOARD OF ADVISORS: 2012-21 Cal-IPGCA FACILITATOR: 2016

Rhonda's swift progression in state service began in 1979 as a student assistant with the CSUS Library. In 1984 she graduated from CSUS with a Bachelor of Science degree in Business Administration. From 1990-92, Rhonda was part of a two-year management development program that included posts with the California Transportation Commission, the Planning Division, and the Budget Office. In 2004, Rhonda took a long sabbatical to prepare for her future retirement from state service. From 2005-2008, she attended Palmer West College of Chiropractic in San Jose, California. In 2009, while still working for the State full time, Rhonda opened her part-time chiropractic practice. In 2011 Rhonda began working at the Department of General Services. In 2013, she was promoted to Chief of the Office of Fiscal Services (CEA) at DGS, a position she held until her retirement in October 2019.



JOY BONAGURO ****Invited**

CHIEF DATA OFFICER
GOVERNMENT OPERATIONS AGENCY
Cal-IPGCA CHANGE CHALLENGE FORUM
STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING
INSTRUCTOR: 2021

Joy Bonaguro has spent her career working at the nexus of data, technology, design and policy. Joy was recently appointed as Chief Data Officer of the State of California with an overarching goal to improve government use of data. Prior to her state role, she was responsible for scaling internal systems, data, and information security at Corelight, a high-growth cybersecurity startup funded by Accel and General Catalyst. Prior to Corelight, she served as the first Chief Data Officer for the City and County of San Francisco, where she pioneered multiple initiatives to streamline data access, improve data management and governance, and boost capacity to use data through training and data science. Before that, Joy developed technology, cyber and privacy policy across the Department of Energy's National Laboratory System. Her career started in New Orleans with seven years designing and managing the development of information systems to support planning and decision-making for local governments and nonprofits. Joy earned her Master's degree from UC Berkeley's Goldman School of Public Policy and her Bachelor's in Mathematics and Philosophy from Tulane University.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

****Invited; *Cal-IPGCA Management Team**



SHIVANI BOSE-VARELA

GRANTS INFORMATION ACT PROGRAM
MANAGER-CA STATE LIBRARY
PRESIDENT EMERITUS, APSEA

Cal-IPGCA BOARD OF ADVISORS: 2016-21

Shivani Bose-Varela is a Project Manager with a demonstrated history of working in the information technology, executive branch and services industry. Skilled in Portfolio Management, legislation, Analytical Skills, Customer Service, Government and Data Analysis, business analysis, digital services project, agile methodology. Strong business development professional with a Bachelor's Degree focused in Law and Society from University of California, Davis.



ERICA BUCKLES*

DIRECTOR, ONE WORLD INSTITUTE,
(OWI)

Cal-IPGCA PROGRAM MANAGEMENT 2015-21

Erica Buckles is a teacher at Mustard Seed School in Sacramento, California. She served as Cal-IPGCA's Program Manager from 2017-2019. Prior to joining Cal-IPGCA, Erica worked as an ESL teacher in Bari, Italy, and is an accomplished musician. She holds a bachelor's degree in Educational Studies from Western Governors University and graduated in Vocal Studies from the Musicians Institute in Los Angeles, California.



MANVEER BOLA ****Invited**

CHIEF, STATEWIDE IT POLICY AND
STRATEGIC PLANNING, CDT
Cal-IPGCA CHANGE CHALLENGE FORUM
STRATEGIC ADVISOR: 2019-21
Cal-IPGCA EXPERIENTIAL LEARNING
INSTRUCTOR: 2021

Reliable, dedicated and results-driven leader with the unique ability to lead cross-functional teams, drive change, exceed goals, meet deadlines and achieve exceptional results. Expertise in multiple aspects of technology strategic planning, policy, project management, governance and in-depth knowledge of California government operations. Gained the confidence and support of executives at the highest levels of government and advised them on a variety of strategic and policy-related matters. Flexible and energetic with a successful track record of achievement managing critical projects and ensuring on-time delivery of objectives.



BOB CAGLE

productops

CO-FOUNDER, CEO
Cal-IPGCA CHANGE CHALLENGE FORUM
STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING
INSTRUCTOR: 2021

Bob thinks better near a whiteboard, is a wizard with Excel, and believes there is an entrepreneur in everyone. He also believes it's better to ship nine out of ten features on time than ten out of ten a day late.



JAMIE CALLAHAN ****Invited**

DEPUTY CABINET SECRETARY, OFFICE
OF GOVERNOR GAVIN NEWSOM

Cal-IPGCA BOARD OF ADVISORS: 2021 Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR 2017-19

In January 2019, Jamie Callahan was appointed as Deputy Cabinet Secretary for Governor Newsom. In June 2015, Jamie Callahan was appointed Director of External Affairs in the Office of Governor Edmund G. Brown Jr., where she has been special advisor to the executive secretary since 2013 and has served in several related positions since 2011. Callahan was a campaign aide for Jerry Brown for Governor in 2010 and a legislative assistant at the Crane Group from 2007 to 2010. She was a research assistant for the British Parliamentary Labour Party in 2006. Callahan is a member of the California K-12 High-Speed Network Advisory Board. She earned a master's of public policy degree from the George Mason University School of Policy, Government, and International Affairs.



KRISTA CANELLAKIS ****Invited**

DEPUTY SECRETARY,
GENERAL SERVICES
GOVERNMENT OPERATIONS AGENCY
Cal-IPGCA CHANGE CHALLENGE FORUM
STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING
INSTRUCTOR: 2021

Prior to joining the Government Operations Agency, Canellakis was Chief Innovation Officer in the City and County of San Francisco leading the Office of Civic Innovation. In her seven years in city government, Krista sought to build a community of civic entrepreneurs inside and outside of government to make the government more inventive, collaborative and responsive to San Franciscans. Prior to public service, she was co-founder of a start-up crowdfunding platform for communities to raise funding for neighborhood improvement projects and also led communications and marketing at a national renewable energy and climate firm. Krista has a Masters in Building and Urban Design in Development from University College London and a BA from the University of Pennsylvania.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



PETE CERVINKA
CHIEF OPERATING OFFICER
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES (CDSS)
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021

Pete Cervinka is the Chief Operating Officer for the California Department of Social Services (CDSS), since November 2019. He oversees and directs the Department's administrative and IT services; efforts related to research, automation and data; public affairs; legislative affairs; and other enterprise-wide efforts. He spent the prior ten years as the Department's Chief Deputy Director, providing policy guidance and direction for Adult Programs, Children and Family Services, and for TANF, CalFresh [SNAP], child care, immigrants and refugees, and other programs. He is a strong advocate for comprehensive data-driven, outcome-focused strategies that improve life trajectories. Before joining CDSS, Pete served as Assistant Secretary with the California Health and Human Services Agency, and held a number of positions with the California Department of Finance and Cal-EPA. He holds BA and MS degrees from the University of California at Davis.



JOHN CHIANG
CO-CHAIR, CALIFORNIA FORWARD
FORMER CALIFORNIA STATE TREASURER & CONTROLLER
Cal-IPGCA BOARD OF ADVISORS: 2012-19, 2021
Cal-IPGCA CHANGE CHALLENGE FORUM ADVISOR: 2016-18, 2021

Cal-IPGCA GRADUATION KEYNOTE SPEAKER: 2018

John Chiang is Co-Chair of California Forward. CA Fwd leads a statewide movement to ensure that our communities are growing, green and great for everyone. He serves as a member of the Board of Directors for Apollo Medical Holdings (NASDAQ:AMEH), Aegis Systems, Zeuss Technologies, Inc. and Pasadena Private Finance. From 2015-2019, John Chiang served as California's 33rd State Treasurer. As the state's banker, he oversaw trillions of dollars in annual transactions, managed a \$75 billion investment portfolio, and was the nation's largest issuer of municipal bonds.

Prior to being elected Treasurer, Chiang served from 2007 through 2014 as State Controller. During the Great Recession, he took steps to preserve cash to meet obligations to education and bond holders. His cash management decisions — which included delaying payments and issuing IOUs — were instrumental in keeping the state's credit rating from plunging into junk status. Chiang's actions saved taxpayers millions of dollars.

He aggressively used his audit programs to identify more than \$9.5 billion of fraud, waste and abuse in government programs, the most by any Controller in California's history. Chiang was first elected to the Board of Equalization in 1998 where he served two terms, including three years as chair. Chiang graduated with honors from the University of South Florida with a degree in finance. He received his law degree from the Georgetown University Law Center.



KEITH CHRISTENSEN
CO-FOUNDER - COO,
ORA SYSTEMS, INC.
Cal-IPGCA BOARD OF ADVISORS -
MANAGEMENT TEAM: 2012-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

I retired from the State of California in 2016, having spent twenty-two years with the State Board of Equalization. I spent most of my career in Special Taxes in various supervisory, specialist, compliance, and sales and use tax positions. For the past twenty-five years I've held a California real estate broker's license where my emphasis has been on historic preservation of midtown property. I've grown to understand a distinct parallel between leadership and change management in business and historic restoration. Both require an in-depth knowledge and skill to inherently understand and utilize the structural foundation of what exists and to design and implement change that integrates within existing environments, to facilitate and move people, processes, technology and change. I spent more than a decade in South Africa as a Property Investment Analyst, Property Marketing Manager and a Regional Property Asset Manager with Old Mutual, Cape Town, South Africa. Before the onset of digital society I grew to understand the immediate and distinct cause and effect of one world—one economy. My professional career began in the US Army as a Chief Warrant Officer and Helicopter Pilot. The knowledge that grew from this experience is foundational. I learned that life isn't yesterday or tomorrow, it's NOW! No matter what the world brings, we all have the acuity to respond. This isn't just a combat skill—it's a human skill inside us all. To thrive in now is mastery. It merges the balance of knowledge, intuition, skill, and practice into a seamless flow—giving us the agility that's essential in today's 24-7 real time world.



REBEKAH CHRISTENSEN
CO-FOUNDER – CEO, ORA SYSTEMS, INC.
Cal-IPGCA CHAIR, EXEC SPONSOR: 2012-21
Cal-IPGCA ASSOCIATION – EXECUTIVE SPONSOR: 2017-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2017-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2017-21

The common denominator that unifies my career is my penchant to unleash and accelerate the human potential in each and every one of us. As founder and CEO of ORA Systems and Chair of the California Innovation Playbook for Government Change Agents (Cal-IPGCA: 2012-19), I employ this strategy. Cal-IPGCA, (formerly the Navigating Leadership Program), is under the Executive Sponsorship of the Government Operations Agency, the Franchise Tax Board (FTB), the Department of General Services (DGS) the Asian Pacific State Employees Association, (APSEA), and ORA Systems. Across my career, I have designed systems that include lifecycle approaches to areas such as site cleanup and tech transfer for the Department of Energy and Defense (DOE-DoD), guidance for the cultural integration of traditional Oriental medicine through the World Health Organization's

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team

International Classification of Traditional Medicine (ICTM) project, the design and enactment of amending language to Mello-Roos to manage funding risk in multi-million dollar site cleanup, and the design of a cooperative solution, with UCSB and CalPoly, that led to integrating competing economies to collaboratively promote tourism on the central coast of California. Whether self-employed, working within corporate America or non-profit leadership, or as a government employee, I believe that success is the juncture when where who you are and what you do becomes one. From that moment forward, I believe that work isn't merely a job—it's a calling to serve!



WADE CROWFOOT
SECRETARY, CNRA
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2019-20
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Wade Crowfoot was appointed California Secretary for Natural Resources by Governor

Gavin Newsom in January 2019. As Secretary, Crowfoot oversees an agency of 19,000 employees charged with protecting and managing California's diverse resources. This includes stewarding the state's forests and natural lands, rivers and waterways, coast and ocean, fish and wildlife, and energy development. As a member of the Governor's cabinet, he advises the Governor on natural resources and environmental issues.

Crowfoot believes effective management of California's resources allows communities and natural places to thrive and the economy to grow. This includes strengthening the connection between Californians and natural resources by expanding access to parks and natural places. Crowfoot is also prioritizing building California's resilience to growing challenges from climate-driven threats, including drought, wildfire, flooding and sea-level rise.

Crowfoot brings over two decades of public policy and environmental leadership to the office, with expertise in water, fisheries, and climate and sustainability issues. He most recently served as chief executive officer of the Water Foundation, a nonprofit philanthropy that builds shared water solutions for communities, economy, and the environment across the American West. In that role, he developed innovative partnerships among a broad range of partners including agricultural leaders and environmental conservation groups.

Prior to joining the foundation, Crowfoot served in Governor Jerry Brown's Administration as deputy cabinet secretary and senior advisor to the Governor. In that role he led the administration's drought response efforts and spearheaded several of the Governor's priority initiatives to build California's resilience to climate change. He previously served as West Coast regional director for the Environmental Defense Fund and a senior environmental advisor to then-San Francisco Mayor Gavin Newsom, where he helped to lead many of Mayor Newsom's nationally-recognized environmental initiatives.

Crowfoot received a bachelor's degree in political science from the University of Wisconsin-Madison in 1996 and earned a master's degree in public policy from the London School of Economics in 2004, where he graduated with honors.

A native of Michigan, Crowfoot grew up spending his summers outdoors. Upon moving to California in the mid-1990s, he became an avid hiker and backpacker and marks his first hike in the redwoods as Big Basin State Park as one of his defining California moments. Now, he spends his down time camping and hiking with his wife, Lisa, and their young daughter.

Crowfoot received a bachelor's degree in political science from the University of Wisconsin-Madison in 1996 and earned a master's degree in public policy from the London School of Economics in 2004, where he graduated with honors.

A native of Michigan, Crowfoot grew up spending his summers outdoors. Upon moving to California in the mid-1990s, he became an avid hiker and backpacker and marks his first hike in the redwoods as Big Basin State Park as one of his defining California moments. Now, he spends his down time camping and hiking with his wife, Lisa, and their young daughter.



PAUL DANCZYK*
DIRECTOR OF EXECUTIVE EDUCATION,
USC SOL PRICE
SCHOOL OF PUBLIC POLICY
Cal-IPGCA BOARD OF ADVISORS: 2012-21
Cal-IPGCA 360 PERFORMANCE
EVALUATION INSTRUCTOR AND
EXECUTIVE COACH 2017-21
Cal-IPGCA EXPERIENTIAL LEARNING
INSTRUCTOR: 2016-21

Paul Danczyk, PhD, is the Director of Executive Education in Sacramento for the University of Southern California Sol Price School of Public Policy and past-president of the American Society for Public Administration.

In his current capacity, Paul designs, coordinates, and presents in leadership and management programs – reaching national, state and local governmental and nonprofit organizations – and teaches master-level classes in California and, previously, Mexico. Over the last five years, he has expanded programmatic collaborations through a portfolio reaching over \$1M annually. He is an executive coach, working with over 600 public sector senior executives and administrators one-on-one and in teams, and cofounded and is the lead architect of www.LeadershipEnergizes.com and www.ElectedLeaders360.com.

A returned Peace Corps Volunteer, Paul earned his PhD from the University of Pittsburgh, focusing on Public and International Affairs; Master of Public Administration from the University of Southern California; Bachelor of Science in education from the Pennsylvania State University; Professional Certified Coach through the International Coaching Federation, trained at the Hudson Institute for Coaching; and holds certifications from the Harvard University's Mediating Disputes Program and the Barrett's Values Centre.

An ongoing student of the arts and natural sciences, Paul enjoys landscaping, creating sculptures, painting, and bee keeping. He can be reached at danczyk@usc.edu.

Pronouns: he/his/him

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



ADAM DONDRO
AGENCY CHIEF INFORMATION
OFFICER (AIO) AT CALIFORNIA HEALTH
AND HUMAN SERVICES AGENCY
Cal-IPGCA CHANGE CHALLENGE
FORUM STRATEGIC ADVISOR: 2021
Adam is currently the Agency Information
Officer for the Health and Human Services
Agency. He brings with him a passion for

government, service, and a focus on the end user. Prior to this role Adam spent 4 years as the Assistant Director of Horizontal Integration at the Department of Social Services. His efforts were focused on integrating all Health and Human Service programs to provide the best overall experience for the client. Previously Adam worked for the California Technology Agency, where he handled Legislation, Communication and External Affairs regarding the state's IT infrastructure, programs and projects. Adam began his career working for the California State Assembly, working both as a policy consultant, as well as a consultant on the Assembly Budget Committee. In all his positions, Adam strives to maintain a focus on how Government can best serve the public.



GREG DUNCAN*
IT BUSINESS ANALYST
DEPARTMENT OF REHABILITATION
Cal-IPGCA BOARD OF ADVISORS –
ACCESSIBILITY GURU: 2021
Cal-IPGCA VIDEO PRODUCTION CZAR:
2017-2021

Gregory Duncan is an IT business analyst
for the Department of Rehabilitation (DOR).

Mr. Duncan has over a decade of experience delivering technology and communications solutions. He carries key responsibility for a wide variety of tasks requiring innovative problem-solving, systems design, technical testing (load, stress, capacity and automated regression), data analysis, quality control and validation. He has worked for the past seven years in accessibility, with a specialty in evaluating web content. Mr. Duncan created the DOR's accessible video studio, including developing and implementing the standard for accessible video productions at DOR. He was a key contributor on the team that evaluated and rewrote the state standard for technology accessibility to bring it compliant with current accessibility statute, audit findings, and industry best practices. In off-hours, Mr. Duncan ignites his passion and hones his video production skills by serving as a "video production czar" in developing and administering the California Innovation Playbook for Government Change Agent's (Cal-IPGCA's) video-based LMS modules and their educational video outreach.



CHAENY EMANAVIN **Invited
DIRECTOR, OFFICE OF INNOVATION,
CHHS
Cal-IPGCA CHANGE CHALLENGE FORUM
STRATEGIC ADVISOR: 2019-20
Cal-IPGCA EXPERIENTIAL LEARNING
INSTRUCTOR: 2021

What is my "Why"? I love breathing life into
creative ideas. Whether it's in the digital world,

making the perfect smoked brisket or building tree houses for my kids, I love the process of conceptualizing, planning, creating and delivering cool stuff.

I have over 19 years of experience coordinating, assembling and leading digital service teams. As a product manager I deliver effective product to internal staff and external consumers. As a PMI certified project manager I save taxpayer dollars by implementing agile methodologies. I lean on the human-computer interaction fundamentals from my education at Stanford University and Georgetown University in everything I do. The AMP at the National Defense University taught me IT leadership techniques to align federal budget, staffing, infrastructure and teamwork. My teams discover, build and test and iterate on solutions that capture people's minds and hearts.

I have a passion for making things work better. I find that practitioners cannot focus on their mission if they are struggling with their tools so I prioritize business process re-engineering. As a former journalist, I research how people work and the challenges they face. I enjoy finding elegant solutions to tough problems. I excel at getting small teams to deliver innovative solutions.

I use skills in human-computer interaction, usability based design, business development, project management and programming to build solutions that work. I focus on training so you can use what you have better. I try to make each day better than the last and make sure my team has fun while doing it.



STUART DROWN
DEPUTY SECRETARY, INNOVATION AND
ACCOUNTABILITY
GOVERNMENT OPERATIONS AGENCY
Cal-IPGCA EXECUTIVE SPONSOR: 2017-
2021
Cal-IPGCA CHANGE CHALLENGE FORUM
STRATEGIC ADVISOR: 2019-2021
Cal-IPGCA EXPERIENTIAL LEARNING
INSTRUCTOR: 2021

Prior to his appointment, Mr. Drown was executive director of the Little Hoover Commission for more than seven years, where he managed the citizen-led commission's staff and study process. Before joining government, Mr. Drown was city editor of the Sacramento Bee. His two-decade newspaper career included stints as business editor, labor writer, and metro reporter at various daily newspapers. Mr. Drown has a Master's degree in public policy and a Bachelor degree in economics from UC Berkeley.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



LYNN EDER*
Cal-IPGCA EDITORIAL CURATOR &
STORYTELLER
ORA SYSTEMS, INC. 2012-21

I've worked with ORA's founders for many
years and have seen them identify and develop
the gestation of our Mission, Vision and Values.
For me the power of the written word is an art
form. The challenge is to capture meaning and

purpose to ignite action in our 'tweet-based' society. As ORA's editorial curator I de-construct and re-construct our messaging to clearly and succinctly communicate the unlimited possibilities before us. As a story teller our words are simply letters unless they empower positive and creative action!



PRAVEEN EDULAKANTI*
IT, WEB SERVICES CZAR
Cal-IPGCA AND KOLLABORATION
PLATFORMS AND Cal-IPGCA
EXPERIENTIAL LEARNING CENTER
ORA SYSTEMS, INC.

I think IT is one of the most prominent frontiers
of digital society! What is so exciting for me
about the work I do with ORA Systems,

KollaborNation and the California Innovation Playbook for Government Change Agents is that we are pioneering new ways to use technology as a source of fuel for connecting all marginalized communities to the world around them—all in real time! We believe unleashing human potential is a transformative common-denominator that unites us all. Using technology to ignite and fuel this effort is an art and a science in which I endeavor daily to excel!



JOSEPH A. FARROW
CHIEF OF POLICE, UC DAVIS
Cal-IPGCA BOARD OF ADVISORS: 2012-19
Cal-IPGCA CHANGE CHALLENGE FORUM
STRATEGIC ADVISOR: 2016-21
Cal-IPGCA EXPERIENTIAL LEARNING
INSTRUCTOR: 2017-21

Joseph A. Farrow has served as the Chief of
Police at the University of California, Davis
since August 2017. Chief Farrow joined UCD from the California Highway Patrol (CHP) rising to the rank of Commissioner, where he led more than 11,000 employees who are part of one of the nation's largest law enforcement agencies. In his long career with the CHP, he held every rank since graduating from the CHP Academy in 1979. His distinguished career began as a police officer in the small California city of Pacific Grove. He is a graduate of the FBI's National Academy and National Executive Institute. He is also a member of the International Association of Chiefs of Police and has served as the chair of its Officer Safety and Highway Safety Committees. Farrow was appointed by former California Attorney General Kamala Harris to the California Racial and Identity Profiling Advisory Board, and he is a member of the University of Southern California Safe Communities Institute and the California Peace Officers' Association. He was appointed

by the governor to be California's representative to the National Consortium for Justice Information and Statistics. Farrow has received numerous awards, including the J. Stannard Baker Award for Outstanding Achievements in Highway Safety, the Outstanding Criminal Justice Professional Award from the National Alliance of Mental Illness, and the Special Award of Recognition from the National Organization of Black Law Enforcement Executives. He also received the president's award from the Asian Pacific State Employees Association. Farrow earned his master's degree in education from California State University, San Diego, and his bachelor's degree in criminal justice from California State University, Sacramento. As the UC Davis Chief of Police, Farrow has oversight over 80 full-time employees and 50 student employees at both the Davis campus and the university's medical center in Sacramento.



MIMI FITZSIMON*
MANAGER, FRANCHISE TAX BOARD
Cal-IPGCA ASSOCIATION VICE
PRESIDENT: 2019-21
Cal-IPGCA TRAINEE: 2017
Cal-IPGCA ASSISTANT FACILITATOR:
2018
Cal-IPGCA LEAD FACILITATOR: 2019

Mimi Fitzsimon is currently the Manager of

the Pass Through Entity National audit program with the State of California Franchise Tax Board (FTB). In her 30 years with the FTB her focus and success has been in the development of people, program, and process. She brought process improvements to accounts receivable collection activities, audit programs, and exempt organization processes. She was the implementation project manager for the first releases of the enterprise data to revenue project for the Information Capture and Banking Section. Mimi holds a Bachelor degree in business with an emphasis in accounting from Sacramento State.

Mimi began her relationship with the Cal-IPGCA program as a member of cohort 2017, becoming an assistant facilitator and then facilitator for cohorts 2018 and 2019 respectively. She is one of the founding members of the CALIPGCA Association. She currently holds the Vice President Board position.

Mimi has been married 35 years and with her husband has raised four children – a Doctor, Producer, Lawyer, and soon to be an Economist (class of 2020). Her greatest joy these days is her darling granddaughter and soon to meet her grandson. In her spare time, she likes to hike, kayak and fish.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



RYAN FRENCH
productops 

CLIENT, PRODUCT & PROJECT MANAGEMENT
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Passionate, creative and driven executive with a successful history demonstrating leadership, achieving growth, increasing profitability and lowering operating expense in a global business environment. Strong professional acumen with an emphasis on strategic planning, operations management, information technology, marketing and continuous improvement programs.



MARK S. GHILARDUCCI
DIRECTOR, CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES
Cal-IPGCA BOARD OF ADVISORS: 2012-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2016-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2017-21

Director Mark S. Ghilarducci was appointed to this position in the Office of Emergency Services in July 2013. He serves as the Governor's homeland security advisor (HSA) and oversees statewide public safety, emergency management, emergency communications, counter-terrorism efforts, and the State Threat Assessment System (STAS).

In 2000, Governor Gray Davis appointed Mr. Ghilarducci deputy director of the California Governor's Office of Emergency Services (OES), where he oversaw statewide emergency operations, planning, and training. He has also served as a federal coordinating officer with the U.S. Federal Emergency Management Agency (FEMA), where he directed and coordinated federal response and recovery operations following numerous presidentially declared disasters and emergencies.

For nine years, Mr. Ghilarducci was deputy fire chief and director of special operations in the Fire and Rescue Division within the Office of Emergency Services. Operationally, Mr. Ghilarducci has been involved in disaster and emergency response and recovery activities resulting from hundreds of major incidents within California, nationally, and internationally.

A principal author of the National Urban Search and Rescue (US&R) Response System, Mr. Ghilarducci served for over ten years as an appointee to National US&R Response System Advisory Committee, providing direction and advice to FEMA and participating agencies and organizations on the implementation and operation of the US&R Response System, including negotiation of local, state and federal cooperative contracts and related labor/ management agreements, development of US&R.



REBEKAH GIBSON
ASSISTANT GENERAL COUNSEL GOVERNMENT OPERATIONS AGENCY
Cal-IPGCA GRADUATE: 2017
Cal-IPGCA ASSISTANT FACILITATOR: 2018-2019
Cal-IPGCA BOARD OF ADVISORS: 2021

Since July, 2019, Rebekah Gibson is Assistant General Counsel for the Government Operations Agency (GovOps). Previously (November 2014-2019) Rebekah was a Senior Counsel with the California Department of Forestry and Fire Protection (CAL FIRE). From 2010 – 2014 Rebekah served as staff counsel at CAL FIRE. Before joining the State of California, Rebekah served as legal counsel in private enterprise. She served as a law clerk with the US Attorney's Office, California Eastern District from 2006-07. Rebekah graduated with honors with her juris doctorate, in May 2007, from McGeorge Law School. She received her Bachelor of Arts in Communication and the Arts from the University of Tennessee-Chattanooga in 2000. As a 2017 Graduate of Cal-IPGCA, Rebekah has moved forward in leadership to serve as an assistant facilitator for Cohorts 2018-19. Her vision and detail orientation allow her to lead in creating and innovating paradigm shifts in state service. Her capacity to communicate – written, oral and as a team lead engenders and promotes the success of collaborative endeavors for all involved.



RICHARD GILLIHAN
COO, DEPARTMENT OF FINANCE
Cal-IPGCA BOARD OF ADVISORS: 2016-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2017-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR

Richard Gillihan was appointment by Governor Jerry Brown as the Chief Operating Officer of the California Department of Finance in September, 2018. Previously Richard was the Director of CalHR where he was responsible for all issues related to labor relations and collective bargaining, employee salaries and benefits, job classifications, civil rights, training, exams, recruitment, and retention.

Since 2002, Gillihan held several positions at the California Department of Finance, including program budget manager, assistant program budget manager, chief of information technology operations, and consulting and assistant chief and data processing manager at the Office of Technology Review, Oversight and Security.

From 1994 to 2002, Gillihan served in several positions at the California Department of the Youth Authority, including data processing manager in the Information Technology Office, associate programmer analyst at the N.A. Chaderjian Youth Correctional Facility, Programmer II at the Preston Youth Correctional Facility and Programmer I in the Training Services Division. Gillihan was an independent information technology consultant from 1991 to 1994.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



SCOTT GREGORY
DEPUTY DIRECTOR OF TECHNOLOGY, CAL FIRE
Cal-IPGCA BOARD OF ADVISORS: 2016-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2017-21
Scott Gregory was appointed Deputy Director of Technology at CAL FIRE in July

2020. Before joining CAL FIRE, Scott was the Deputy Director of the Office of Digital Innovation at the California Department of Technology, where he has served as the state geographic information officer since 2011. He was a public safety manager at the Environmental Systems Research Institute from 2005 to 2010, geographic information systems manager at the U.S. Army Corps of Engineers Sacramento District from 2001 to 2005 and a programmer analyst at Anteon Corporation from 1999 to 2001. Gregory was a geographic information systems specialist for the County of Sacramento from 1997 to 1999. He earned a Master of Business Administration degree from Regis University.



MD M. HAQUE, PH.D., P.E.*
BRANCH CHIEF, DEPARTMENT OF WATER RESOURCES
PRESIDENT, Cal-IPGCA ASSOCIATION: 2019-21
Cal-IPGCA GRADUATE: 2017

MD M. Haque is a supervising Engineer and Branch Chief at California Department of Water Resources (DWR). He is a registered Civil Engineer, in the State of California. MD is passionate about public service and has always challenged the status quo and brought new perspectives and innovative solutions to improve products and services in his area of work. During his over ten-year state service, MD has provided leadership at various capacities in several legislatively mandated large-scale multi-million-dollar projects to improve flood risk management and flood Emergency Response within the state. He has also led many efforts to modernize data systems at DWR. MD earned his Doctorate Degree in Civil and Environmental Engineering from the University of IOWA.

MD M. Haque is a Graduate of Cal-IPGCA cohort 2017 and one of the Founding Members of Cal-IPGCA Association. He has served as the President of the Association Since 2019. MD and his colleagues strongly believe that Cal-IPGCA association has created a movement for a vibrant community of change leaders within the state government to bring great results for the citizens of California.

Born Overseas, MD has traveled and lived on three continents and is fortunate to be exposed to great professional and social diversity. From an early age, his upbringing was strongly influenced by volunteerism and community service. His youth and adult lives have been shaped by organizing, participating, and leading groups and organizations for professional, competitive sports and social, cultural, religious and charitable causes.



MARTIN HOSHINO
ADMINISTRATIVE DIRECTOR, JUDICIAL COUNCIL OF CALIFORNIA
Cal-IPGCA BOARD OF ADVISORS: 2012-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2014, 2019-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2017-21

In October 1, 2014, Martin Hoshino assumed the administrative directorship of the Judicial Council of California. He is responsible for overseeing the Judicial Council staff and serves as secretary to the Judicial Council in a nonvoting role. Mr. Hoshino brings to the position more than 15 years of administrative leadership experience in California state government. His 25 years in public service encompass a broad mix of statewide policymaking, oversight of budget and operations, and collaboration with the justice system and the Legislature. Before his appointment to the Judicial Council, he served as undersecretary for operations at the California Department of Corrections and Rehabilitation (CDCR), by appointment of Governor Edmund G. Brown, Jr. In this role, he led one of the CDCR's two principal divisions, where he oversaw a \$10 billion budget, 60,000 employees, 34 prisons, and a host of other facilities. Between 2003 and 2014 Mr. Hoshino served in other various leadership capacities at the CDCR by appointment of three different Governors. These include undersecretary of administration and offender services, executive director at the Board of Parole Hearings, and assistant secretary at the Office of Internal Affairs.



HENRY JONES
PRESIDENT, CalPERS BOARD
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Henry Jones is serving his fourth term on the CalPERS Board of Administration and his second one-year term as president. Prior to being elected president, he served three years as vice president of the board.

He retired in 1998 from the Los Angeles Unified School District (LAUSD) — the second largest in the nation. As chief financial officer, he oversaw LAUSD's \$7 billion annual budget. He also headed their Annuity Reserve Fund Board overseeing the pension fund for 7,000 schoolteachers and administrators.

Henry currently serves as a personnel commissioner for the Los Angeles Community College District. He is a member of the governing board of the Robert Toigo Foundation, a nonprofit organization that encourages minorities and women to pursue careers in finance. He also serves on the board of the Pacific Pension & Investment Institute, an educational organization that assists pension funds, corporations, financial institutions, and endowments worldwide with their fiduciary responsibilities, particularly in Asia and the Pacific region.

Previously, Henry represented CalPERS on the Advisory Council of California All, a nonprofit organization focused on closing the achievement gap from preschool to professional careers in law, financial services, and technology.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

****Invited; *Cal-IPGCA Management Team**

He has served on the board of directors for Community Partners, a nonprofit organization that works with social entrepreneurs, grant makers, and civic leaders to design solutions, foster, launch, and sustain initiatives for change.

In addition, he was the state finance chair for the Association of California Schools Administrators; treasurer for the National Council of Institutional Investors; chairman of the Los Angeles Schools Federal Credit Union; business development executive for IBM Business Consulting Services; and principal consultant for PricewaterhouseCoopers.

Henry also served as an adjunct professor at California State University, Los Angeles. He has a bachelor's degree in business administration and finance from California State University, Los Angeles.



DANIEL KIM
DIRECTOR, DEPARTMENT OF GENERAL SERVICES
Cal-IPGCA EXECUTIVE HOST SPONSOR: 2016-21
Cal-IPGCA BOARD OF ADVISORS 2012-21
Daniel C. Kim was appointed director of DGS in May 2015. Kim served as chief deputy

director of operations at the California Department of Public Health from 2011-May 2015. He served as deputy director at the Sacramento County Department of Human Assistance from 2002 to 2011, budget and legislative affairs manager at the San Francisco Department of Human Resources from 1998 to 2002, management consultant at Price Waterhouse from 1996 to 1998, and fiscal and policy analyst at the California Legislative Analyst's Office from 1994 to 1996.

Kim has a B.A. in political economy of industrialized societies from the University of California, Berkeley, and a master's degree in public policy from the Kennedy School of Government at Harvard University. He and his family live in Sacramento.



KATHIE KISHABA
DEPUTY DIRECTOR, CA DEPARTMENT OF WATER RESOURCES
Cal-IPGCA EXECUTIVE SPONSOR: 2020-21
Cal-IPGCA BOARD OF ADVISORS: 2019-21
Cal-IPGCA FACILITATOR: 2016

Katherine S. Kishaba is the Department of Water Resources' Deputy Director of Business Operations. She is a key member of the Executive Team and has executive responsibilities for the Department's financial management, human resources, procurement, business services, facilities management, technology, and safety programs. She is the Chair of the Department's Governance Board.

Prior to assuming her current role, Kathie served as the Department's Budget Officer and was responsible for the development and administration of DWR's multi-billion dollar budget. Previously, Kathie

also oversaw all administrative activities of DWR's Bay-Delta Office and worked in the administrative sections of DWR's former Division of Land and Right of Way and Office of Water Education (now the Public Affairs Office).

Kathie holds both a Master of Business Administration degree from the University of California, Davis' Graduate School of Management, and a Bachelor of Arts degree in Social Science from the University of California, Berkeley.



GRACE KOCH
CHIEF DEPUTY DIRECTOR, CAL-OES (Retired)
Cal-IPGCA BOARD OF ADVISORS: 2012-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2019-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Grace Koch retired from state service in July 2019 as Chief Deputy Director at the California Governor's Office of Emergency Services (formerly Cal EMA). She was appointed to this position in May 2017. Previously, she was appointed as the Deputy Director of Finance and Administration in 2015 and Special Advisor to the Director in 2013. From January of 2008 to December 2012, Grace served as the Office Chief for the Department of General Service's (DGS) Office of Strategic Planning, Policy, and Research. Prior to DGS, she was appointed by Governor Arnold Schwarzenegger in 2004 as a Deputy Director in the California Governor's Office of Emergency Services (OES). Grace served as Deputy Director of External Affairs, and two years as the agency's Deputy Director over Preparedness in the areas of Planning and Technological Assistance, Hazard Mitigation and Analysis, Geographical Information Systems, Training and Exercises, and Legislation. Prior to her appointment, she worked for the OES for over 17 years and participated in emergency management efforts in many key areas of the agency, including, the California Warning Center, Fire, and Rescue, Public Assistance, Hazard Mitigation, Grant Management, Recovery Planning, Executive Programs, and Legislation. Prior to her tenure at the CA OES, she was employed at the Rancho Seco Nuclear Power Plant in California where she began a career in emergency management in 1986. Grace served as a Commissioner on the California Seismic Safety Commission in 2007 and as the First Vice-Chair of the Board of Directors for the Sacramento Sierra Chapter of the American Red Cross from 2008-2010, and in 2013 served as second Vice-Chair at the Asian Pacific Employees Association (APSEA). Currently serving on the Advisory Board for USC Price School of Public Policy. Grace completed the Presidio School of Management Executive Program in Sustainability Management in 2009, and have a BS in Management and Ethics from William Jessup University in California.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

****Invited; *Cal-IPGCA Management Team**



STEVE KOTANI*
ORA SYSTEMS
Cal-IPGCA FACILITATOR: 2017-20
Cal-IPGCA WHOLE SYSTEMS REIKI MASTER: 2021

Now retired from state service, Steve Kotani served as a Manager for The Department of Education for 6 years where his experience included serving as a TQM facilitator, project

management and leadership. Steve was responsible for implementing the Principal Apportionment Automated System. Steve also served as a Manager for Caltrans for 5 years where he was a seasoned facilitator, specializing in Communications and Leadership. There, he directed the formulation and implementation of the Statewide Fleet Equipment Management, and initiated the design and development of the Home Storage Permit System. He received his Bachelor Degree in Accounting from National University and has been active with the Asian Pacific State Employees Association (APSEA) for over twenty years. Steve is a past Executive Board member of APSEA and recently completed a two year term on the Executive Board of the APSEA Foundation. As a lifetime vocation, Steve Kotani has practiced multi-modality energy healing, and is a prominent Master and teacher of the Healing Arts.



JOHN LAIRD **Invited
CANDIDATE, 2020 CALIFORNIA SENATE
Cal-IPGCA BOARD OF ADVISORS: 2014-18, 2021

John Laird served as California Secretary of the California Natural Resources Agency under Governor Jerry Brown from January 5, 2011 until January 7, 2019. Laird also served as a member of the State Integrated Waste Management Board from 2008 to 2009 and taught state environmental policy at University of California Santa Cruz. In 2002, he was elected Assemblymember for the 27th District, which included portions of Monterey, Santa Clara and Santa Cruz counties, and reelected in 2004 and 2006. While serving the maximum three terms in the Assembly, Laird authored 82 bills that were signed into law.

Prior to serving in the State Assembly, Laird was an elected member of the Cabrillo College Board of Trustees from 1994 to 2002. He also served as executive director of the Santa Cruz AIDS Project from 1991 to 1994.

In 1981, Laird was elected to the Santa Cruz City Council, and served nine years until term limits ended his council service in 1990. He was a two-term mayor from 1983 to 1984 and from 1987 to 1988.

The son of teachers and raised in Vallejo, Laird graduated with honors in politics from the University of California – Santa Cruz in 1972. He has been a long-time resident of Santa Cruz with his spouse John Flores. He has traveled extensively, is fluent in Spanish, enjoys conducting family history research, and is a life-long Chicago Cubs fan.



DEAN LAN*
(RETIRED) DEPUTY DIRECTOR, CALIFORNIA DEPT. OF HEALTH CARE SERVICES, SENIOR ADVISOR, APSEA
Cal-IPGCA BOARD OF ADVISORS: 2012-21
Cal-IPGCA FACILITATOR: 2016-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2017-20

My career defending civil rights was defined by my childhood. I grew up in inner-city San Francisco in a multi-ethnic neighborhood. During the riots in the mid-60s, the National Guard's long bayonets impressed a young boy. We had a "go to" bag at the front door so we could evacuate quickly if our house was firebombed. As a young boy, I was designated "the man of the house" to protect and defend my family against this civil unrest. I knew then that civil justice wasn't my work, but rather my calling in life. During my career I have served as an equal employment officer, providing departmental management with information and assistance regarding the EEO/diversity program and options for implementation and compliance with federal and state laws in the Transportation and Consumer Affairs Departments and the State Personnel Board. I recently retired from my position as a deputy director in the California Department of Health Care Services. As the department's civil rights officer, I developed, implemented, coordinated, and monitored the department's equal employment opportunity program for 6,000 employees as well as its external civil rights program that covered seven million Medi-Cal beneficiaries. A significant hallmark of my career is that my department was recognized as the best of 144 departments in providing equal employment opportunities to its workers. A career highlight for me was a request from the Governor's Office to present at the National Governor's Conference on California's model civil rights programs to the 49 Governors. While serving on the Governor's Committee on the Employment of People with Disabilities, I co-chaired the Policy and Planning Committee, serving as a member of its Executive Committee. I also served as the Director's representative to the State Council on Developmental Disabilities. I earned Bachelor of Arts degrees in both Economics and Sociology from the University of California at Berkeley and Master's and Doctorate degrees in Sociology (Race and Ethnic Relations) from the University of California at Davis. I have taught at both the Berkeley and Davis campuses. The freedom that comes from retirement has allowed me the opportunity to advocate fully for diversity, civil rights and to mentor community non-profit organizations. Currently as a consultant with the State of California, I have been given the opportunity to lead the Department of Housing and Community Development executive management and staff in a year-long dialogue on race. The goal of this project is for them to recognize how racism affects the department's problems and policies and how to lead change. Beyond this, I've continued to volunteer for many activities that advance the cause of civil rights with our state leadership on behalf of a non-profit I help found some 40 years ago—the Asian Pacific State Employees Association (APSEA)

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



MELINDA LANG*
CREATIVE DIRECTOR – Cal-IPGCA
“STORYTELLER”

ORA SYSTEMS, INC. 2012-21
I have spent my entire career as a graphic designer; this is where my passion soars. I've worked with ORA starting long before its incorporation. KollaborNation and the Innovation Playbook for Government Change

Agents is a pioneering program that shifts lives, organizations and the world. Day-in and day-out, we use graphics to communicate the holistic nature of KollaborNation and Cal-IPGCA's work in ways that inspire our imagination and compel action. We tell stories with the imagery we create. We're committed to steadfastly enhancing our brand and empowering the unlimited possibilities of our shared human potential. When we do this, we transform people and communities from the inside out, which, in turn, organically transforms our broader community of life.



STEPHENSON LOVESON
CHIEF, CalPERS DATA CENTER
Cal IPGCA EXECUTIVE SPONSOR: 2021
Cal-IPGCA BOARD OF ADVISORS: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Stephenson Loveson serves as Chief of the CalPERS Data Center, one of the largest, most complex data centers in the state. His responsibilities include managing policies, standards, processes and modernizing the CalPERS Data Center infrastructure by advancing cloud technologies and automation frameworks. Stephenson has extensive experience in technology strategic planning, improving, and implementing large scale, cross-functional, and complex IT solutions, project management, policy, governance and change management. Stephenson believes in utilizing technology to advance business outcomes and serve the people of California. Stephenson is a graduate of the Information Technology Leadership Academy, a program focused on developing leadership skills among State IT professionals. Stephenson has a Master of Business Administration degree specializing in Information Technology Management and Finance as well as a B.S. in Mechanical Engineering.



JACOB MOSS
FOUNDER – CEO
THE METHOD
Cal-IPGCA BOARD OF ADVISORS: 2021

Founder and CEO. Seeker of bright shiny objects (metaphorically of course). Student of wellness. Unique insight into effective behavior change techniques and long term recovery practices. Bringing the best technology has to offer to traditional treatment providers.



KARLA NEMETH
DIRECTOR, CALIFORNIA DEPARTMENT OF WATER RESOURCES
CAL-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021

Karla Nemeth was appointed Director of the California Department of Water Resources by Governor Edmund G. Brown Jr. on January 10, 2018, and was reappointed by Governor Gavin Newsom on June 28, 2019.

DWR operates and maintains the California State Water Project, manages floodwaters, monitors dam safety, conducts habitat restoration, and provides technical assistance and funding for projects for local water needs. Nemeth oversees the Department and its mission to manage and protect California's water resources, working with other agencies in order to benefit the State's people and to protect, restore and enhance the natural and human environments.

Nemeth worked at the California Natural Resources Agency as Governor Brown's deputy secretary and senior advisor for water policy since 2014. She was Bay Delta Conservation Plan project manager from 2009 to 2014.

Nemeth was environmental and public affairs director for the Alameda County Flood Control and Water Conservation District from 2005 to 2009. She was community affairs manager at Jones and Stokes from 2003 to 2005.

She has a Master's degree in public administration from the University of Washington.



LINDA NG
PAST-PRESIDENT, ASIAN PACIFIC STATE EMPLOYEES ASSOCIATION 2012-19
Cal-IPGCA BOARD OF ADVISORS 2012-2021
Cal-IPGCA FACILITATOR: 2016-18

Linda Ng is the past-president of APSEA and has been an active member of the organization for the past 10 years. Linda holds a degree in business administration from the University of San Francisco. She began her professional career in private business banking and eventually joined the State service. Linda recently retired as the chief of financial analysis and risk management for the Department of Water Resources where she was responsible for public and private water systems to meet State drinking water standards. Linda was appointed by former Governor Schwarzenegger from 2005 - 2011 to the Fair Employment and Housing Commission (FEHC), which is now under the Department of Fair Employment and Housing that enforced California's civil rights laws. During her tenure, Linda participated in several precedential decisions by the Commissions, took part in subcommittees on legislation and regulations, directed staff on policy decisions on FEHC's sexual harassment training regulations, and was active in public hearings on the sexual harassment training regulations.

In addition to APSEA, she is the vice president of membership services of OCA National, headquartered in Washington D.C. and devoted to ensuring social justice for Asian Pacific Americans. Her commitment

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team

to the local Asian Pacific Islander community is evident by her years of service and outreach activities. The community has high regard for Linda's leadership, passion for her community, positive attitude, and exceptional character. Linda was a recipient of the International Association of Women of Color Day Award for her leadership that gives hope to the world for a better tomorrow, a recipient of the Asian Bar Association of Sacramento Foundation Community Service Award, a recipient of the KVIE - Union Bank Asian Pacific Heritage Month Local Heroes Award, and a recipient of APSEA President's Award.



TOKS OMISHAKIN
DIRECTOR, DOT
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Toks Omishakin was appointed the 33rd Director of the California Department of Transportation (Caltrans) by Governor Gavin Newsom and sworn in October 2019. As Director, he manages a \$15 billion budget and nearly 21,000 employees who oversee 50,000 lane miles of highways, maintain 13,000 bridges, provide permitting of more than 400 public-use airports, fund three of Amtrak's busiest intercity rail services and provide transit support to more than 200 local and regional transit agencies.

Omishakin's transportation vision for California features a safe, sustainable and multimodal transportation system that builds on strong local partnerships. Transformative innovation will also be needed to achieve zero traffic-related deaths and reduce GHGs by 40% by 2030. All local communities must be heard and share in the benefits of Caltrans projects, and he encourages a Caltrans culture of innovation and taking intelligent risks.

He came to Caltrans following eight years with the Tennessee Department of Transportation (TDOT). There, he successfully established environmental, multimodal and planning policies to make TDOT one of the best DOTs in the country. As Deputy Commissioner for Environment and Planning, Director Omishakin was responsible for an administrative and project budget of more than \$300 million annually. He also led the activities of the divisions of Environmental Services, Long-Range Planning, Multimodal Transportation Resources, and the Freight and Logistics Division. Prior to that, he served as Director of Healthy Living Initiatives in the Nashville Mayor's Office. In that capacity, he led development of Metro Nashville's Complete Streets Policy and helped establish a more balanced approach to transportation planning and design. This included spearheading creation of two bicycle sharing programs. In December 2019, Omishakin became Chair of the Active Transportation Council for the American Association of State Highway and Transportation Officials (AASHTO). This came after two years serving as committee vice chair and serving as chair of AASHTO's Multimodal Task Force. He is also on the Board at America Walks and has advised the U.S. Federal Reserve Bank of St. Louis through its Transportation Council Board.

Born in Knoxville, Tenn., Omishakin and his wife have two children. He is completing a Ph.D. in Engineering Management from the University of Tennessee, Knoxville; has a master's degree in Urban and Regional

Planning from Jackson State University; and a bachelor of arts in Engineering Technology from Mississippi Valley State University.



VINCENT PATELLA*
C. K. MCCLATCHY HIGH SCHOOL VISUAL AND PERFORMING ARTS (VAPA)
Cal-IPGCA ARTISTIC ILLUSTRATIONIST INTERN: 2021
ORA Systems, Inc.

I am Italian American. I am educated in the US and spend summers in Italy with my family. Whatever I do in life, art is central. Art is simply how I see the world. My philosophy on art - It is less about meaning and more about having fun. When you are having fun, the truth of what you see, feel and capture is revealed.



DEAN PFUTZENREUTER

CO-FOUNDER, CTO
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING

INSTRUCTOR: 2021
For over two decades, Dean has delivered software products large and small for desktop computers, internet infrastructure, mobile devices, and the web. He is known for his unflappability, his iron determination to ship the product, and his easygoing nature.



THOM PORTER
DIRECTOR
CALIFORNIA DEPARTMENT OF FORESTRY AND FIRE PROTECTION
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Director Porter was appointed Director by Governor Gavin Newsom on January 8, 2019.

Director Porter was designated Acting Director of the California Department of Forestry and Fire Protection by Governor Edmund G. Brown Jr. on December 14, 2018.

He has been serving as Chief of Strategic Planning in CAL FIRE Sacramento Headquarters since January 1, 2018. Previously, he served as the Southern Region Chief, Assistant Region Chief, and San Diego Unit Fire Chief.

Director Porter's depth of fire department management expertise is balanced by his forestry background. He is a Registered Professional Forester (RPF) in California with a Bachelor of Forestry Degree from the University of California Berkeley.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



ANGELICA QUIRARTE, "ANGIE" **Invited
ASSISTANT SECRETARY FOR DIGITAL ENGAGEMENT, GOVERNMENT OPERATIONS AGENCY
Cal-IPGCA EXECUTIVE SPONSOR: 2016-19
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2019

Angelica Quirarte, also known as Angie, serves as Assistant Secretary for Digital Engagement at the CA Government Operations Agency. In her role she develops and implements state-level governance structures and policies for digital innovation. She works to increase digital services capacity and develops web design standards and best practices to increase awareness on open data and encourage the development of user centered design and data analysis skills in government. Angie previously led or coordinated statewide initiatives such as the Civil Service Improvement, the CA Lean Academy, the creation of the CA Department of Tax and Fee Administration, and data engagement events such as the 2018 Safe Drinking Water Data Challenge. To support the platform of change, she founded NxtGov, a network of government change-agents looking to bring pride back into public service and break the silos to help us collaborate, serve, and inspire the next generations of public servants.



ANANDA ROBERTS
PRESIDENT, nFocus SOLUTIONS
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

nFocus Solutions is the leading provider of performance management and outcome measurement to the public sector. Based in Austin, Texas, nFocus Solutions' clients include the United States Army, cities, states, public education, community-based organizations, and afterschool programs. As President, Ms. Roberts oversees the strategic direction and manages company operations. While attending college in Texas, Ms. Roberts started her company which specialized in event production and fundraising for community-based organizations. While working with these organizations, Ms. Roberts noticed inequities in the system. She noticed that smaller organizations were often unable to attract funders and influential board members who could assist them in growing their programs and services. She saw the playing field as uneven and wanted to help level it. This led to the development of software solutions for the public sector. In 1995, nFocus Solutions launched its first commercial-off-the-shelf software application, called KidTrax® (now part of the TraxSolutions® suite) which is used by over 4,500 community-based afterschool programs across America. More recently, entire communities have begun deploying TraxSolutions, to measure the impact and efficacy of their social services. The TraxSolutions suite is a scalable, web-based, integrated performance management system that allows

organizations, communities, and entire states to manage and evaluate effectiveness. TraxSolutions collects and transforms raw data into information, providing the ability to measure outcomes, efficacy, and impact. In 2005, the United States Army selected one of nFocus Solutions' (then called nFocus Software) applications to provide the base functionality for the Army's Unit Training Management System. The web-based software system tracks the training plans for over 1.4 million soldiers in the US Army. nFocus Solutions' applications provide enterprise-level training management and tracking for the worldwide fielding and sustaining of the U.S. Army's training management system. In 2009, the U.S. Department of Defense approved a Mentor-Protégé program between General Dynamics Corporation and nFocus Solutions. The Mentor-Protégé relationship provides nFocus Solutions with the ability to successfully compete and execute prime contracts and subcontracts with the government by providing assistance in software development, contract management, business and proposal development, as well as financial and security management.



ROSS RUMSEY*
VIDEO & MEDIA PRODUCTION SPECIALIST
Cal-IPGCA ON-SITE VIDEO PRODUCTION 2017-2021

Ross Rumsey is a valley boy, having grown up in Modesto in the heart of California. Ross showed an early interest in broadcasting as he tried to talk back to the announcers on his mom's kitchen radio. Years later he was part of a group that put a low power FM radio station on the air at Downey High School in Modesto.

He went on to take radio and television classes at Modesto Junior College and graduated from California State University, Fresno, with a BA in Radio-TV-Cinema. Just before graduation from Fresno State, Ross landed a part time job at KFSN-TV in Fresno, eventually becoming a full time Announcer/Director. Over his 40 year career at KFSN and the Disney/ABC Television Group, he directed scores of studio programs as well as newscasts, and also produced thousands of commercials for the station. He is the recipient of a NorCal Emmy Award and several awards for commercial production.

Ross also served as the Television Director for Fresno First Baptist Church for 12 years, directing the taping of the Sunday worship service and editing it for broadcast the following week on a local TV station.

Ross currently provides freelance video and media production services and consulting in the Greater Sacramento area for clients such as Ora Systems, OnSightTV, JumboVision and The Hammond Group. He is a proud member of the Sacramento Valley SERTOMA Club (Service To Mankind) and serves at Bayside Adventure Church on the Video Production Team.

Ross and his wife, Bobbi, live in Rocklin and between them have four married children and 2 beautiful granddaughters.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



JOHN SANBORN
CHIEF LEARNING OFFICER, CALHR
Cal-IPGCA BOARD OF ADVISORS: 2019-21

A dynamic, accomplished Chief Learning Officer highly regarded for orchestrating superior programs for the reform and development of employee and organizational excellence. Known as an expert at synthesizing personnel, management and operations decisions to meet requirements and align goals with values and visions. Proud US Navy veteran and an extremely creative leader with outstanding work ethic. Out-of-the-box, strategic thinker who constantly promotes excellence, builds superb talent development solutions and motivates employees toward top-level performance.



MIKO SAWAMURA*
CALIFORNIA DEPARTMENT OF PUBLIC HEALTH, CDPH
Cal-IPGCA FACILITATOR: 2017-21

Miko started her career as a health educator at the University of Southern California (USC) Student Health Services. She taught semester classes to train USC students to volunteer for various health programs, such as, advanced first aid, CPR, peer nutrition counseling, alcohol peer counseling, and a self-help program. She was also Program Director for the Health Professional Preparation Program at the USC School of Medicine. After graduate school, Miko became the Chief Financial Officer and Director of Administration and Planning for a California statewide long-term care association (nonprofit). She developed and implemented the organization's strategic plans, including the respective fiscal plans. She also developed and implemented a nonprofit educational subsidiary and a for profit subsidiary for the organization. Miko has worked for several California state departments, such as, Corporations, Managed Care, and Health Care Services. She currently works for the Department of Public Health. She also completed the California Health and Human Services Agency Leadership Academy. Miko received her Bachelor of Arts degree in psychology from USC in Los Angeles. She then earned her Master's in Health Services Administration from the George Washington University in Washington, D.C. She is an active advocate in her community. She is currently an appointee to the Area 4 Agency on Aging where she has served as Board Chair and Treasurer. She was also an appointee to the Sacramento County Public Health Advisory Board and Human Services Coordinating Council. She was a 2007 Japanese American leadership delegate to Japan to engage and promote US/Japan relations. She is also a member of the US-Japan Council headquartered in Washington, D.C. Miko also served as the Vice President for General Operations for four years for the National Japanese American Citizens League (JACL), the oldest and largest Asian American civil rights organization in the US. She also served as President of the local Sacramento JACL chapter for six years. Lastly, Miko was honored to receive the KVIE-Union Bank Asian Pacific Heritage Local Hero Award.



TAMARA SRZENTIC
COMMUNICATIONS DIRECTOR, OPEN GOV EVANGELIST CHHS
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2019-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Tamara is passionate about creating products, services, and systems aimed at meaningful, public participation and human-centered, systems-level change. At California Health and Human Services, Tamara works closely with 13 state departments to identify opportunities for impact, harness the power of data, technology, and innovation to improve the way health and human service stakeholders work together to move the needle. Tamara worked with interdisciplinary teams internationally to create innovative spaces, interactions and experiences.

Early in her career, Tamara realized the importance of cultural awareness and community involvement in achieving meaningful social change. She founded IDEJA in effort to pioneer a new approach to socially impactful development in the Balkans. She also served as a project manager and consultant to UNDP, USAID, and Red Cross. Tamara received her Masters in Marketing Strategy at Temple University. Tamara earned MBA as a student of an international MBA Program which took place in France, China, Japan, and USA. During her academic life, Tamara published research focused on understanding the social, behavioral, emotional, and cognitive factors that shape how people experience and use products, services, and environments. Tamara is passionate about leading teams through user research to uncover insights that inform and inspire design and innovation. She is deeply empathetic about representing human perspective, and has skills in bringing this passion to life in resolving challenges and designing solutions. Tamara is a strong strategic thinker, Public Servant, Dreamer, Optimist, Globetrotter, Student of life and culture.



MICHELLE SCHMITT*
Cal-IPGCA EXECUTIVE TRAINER AND COACH
Cal-IPGCA EXECUTIVE TRAINER AND COACH: 2018-21
Cal-IPGCA FACILITATOR TRAINING CZAR: 2017-21

Currently a Partner in The Sanders Partnership, a leadership consulting and coaching firm, Michelle Schmitt brings a nearly 30 year career dedicated to public service most of it with the California Department of Social Services. Since 2017, Ms. Schmitt has served as the lead facilitation trainer for the Cal-IPGCA program and is responsible for the training of Cal-IPGCA Facilitators and Assistant Facilitators. She is a consultant, coach, collaborator, facilitator of dynamic dialogues, and builder of communities of excellence. Ms. Schmitt partners with leadership and all members of the organization to create workplaces that invite people to bring their gifts to serve a greater purpose as well as the bottom

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team

line: service and/or profit. Michelle is also certified as both an integral and somatic coach working with individuals to unleash their gifts and potential. Her approach is to support the space where you actively see and grow yourself, and in-turn your organization. An overarching goal - creating wholeness and sustainable leadership excellence.



SELVI STANISLAUS
EXECUTIVE OFFICER, FRANCHISE TAX BOARD
Cal-IPGCA EXEC SPONSOR 2017-21
BOARD OF ADVISORS: 2012-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2019-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2017-21

Selvi Stanislaus was appointed Executive Officer of the Franchise Tax Board (FTB) on January 11, 2006. Selvi is FTB's fourth executive officer and is the first woman to hold the post. Selvi oversees the second largest tax department in the nation, with more than 6,000 employees in California and its three out-of-state offices.

After graduation from the Sri Lanka Law College as an attorney at law, Selvi worked in the private sector, and thereafter in the Chambers of Sri Lanka's President's Counsel.

After establishing herself in Sri Lanka, Selvi and her husband chose to pursue the vast opportunities in the United States. They immigrated to California in 1986, where Selvi returned to law school, completing a J.D. degree with Honors and an LL.M degree in tax law. After another period in the private sector, she joined the State Board of Equalization's legal staff in 1996, to pursue her passion in tax law. In April 2005, Selvi was appointed the Acting Assistant Chief Counsel of the Tax and Fee Programs Division of the Legal Department, formulating legal policies affecting every tax and fee program in California administered by the Board, which collects nearly \$53 billion annually in taxes and fees.

In her spare time, Selvi is actively involved in doing pro bono work in Northern California's large East Asian community. She is also a part-time professor at a local law school where she teaches tax law.



LEWIS STEWART
CHIEF INNOVATION OFFICER, CITY OF SACRAMENTO
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Louis Stewart currently serves as the City of Sacramento's first Chief Innovation Officer.

His role within the City is to promote and drive long term economic growth and job creation through innovation. Mr. Stewart is focused on bridging the public-private divide, reducing process, and growing a strong and vibrant business community. He also encourages an innovation-driven economy by supporting entrepreneurs, revenue-generating businesses and the creation of high quality jobs.

Prior to his role with the City of Sacramento, he spent 7 years serving as California's Deputy Director of Innovation and Entrepreneurship in the Governor's Office of Business and Economic Development. In that capacity he oversaw the coordination and promotion of innovative programs, activities, and emerging technologies throughout the State. He managed a robust statewide innovation-based economic development support network of regional innovation clusters called the California Innovation Hubs (iHubs). Mr. Stewart has served in various public sector roles for the past 13 years. His professional experience also includes 17 years in the private sector in sales, marketing, business diversity and information technology.

Mr. Stewart is a service based leader who embodies the belief that he cannot be a success without helping others be successful.

Mr. Stewart grew up in France and Italy, and played professional basketball in Peru and Belgium. Mr. Stewart is a Nehemiah Sr. Fellow for Innovation & Entrepreneurship and received his Bachelor of Arts degree from Santa Clara University.



JODI TRAVERSARO
EMERGENCY PREPAREDNESS MANAGER BAY AREA RAPID TRANSIT (BART)
Cal-IPGCA BOARD OF ADVISORS: 2012-21

Jodi Traversaro is a key-member responsible for "onboarding" the Cal-IPGCA into state service before its inaugural launch in 2012. Her commitment "to the cause" is unwavering. Her inspiration ignites passion and launches

change that builds good governance that is agile and sustainable for the organizations and endeavors she serves. Key highlights of Jodi's career include:

- 2018 Recipient of the Public Safety Hero of the Year Award from Congressman Mike Thompson
- Led response and recovery efforts for 2013 Drought, 2014 Napa Earthquake, 2016 Valley Fire, 2017 Floods, 2017 North Bay Fires
- State lead for Superbowl 50 preparedness
- Recognitions from professional organizations, State legislative members, Boards of Supervisors, and City Councils
- Implemented specialized occupational certificate and credential programs for California's first responders and State HR professionals
- Certified Emergency Manager (CEM), Intl. Association of Emergency Managers (IAEM) 2009 to Present

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



Stephanie J. Tom
Deputy Director for Strategic Planning, Broadband and Digital Literacy at the California Department of Technology (CDT)
Cal-IPGCA BOARD OF ADVISORS: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Stephanie Tom manages the California Broadband Council and its coinciding task

forces focused on providing broadband access and adoption in rural areas of the state. She is the tribal liaison for her department advocating for tribal broadband needs for the state's 109 federally recognized tribes, and manages statewide digital literacy efforts by centralizing digital skills training and resources for easy access by residents. Within six months of joining CDT, leveraging her corporate background and skillset, Stephanie re-invigorated the California Broadband Council, has become an advocate for digital literacy and tribal needs, and evolved the state's vendor relationships to focus on broadband access and adoption. Stephanie serves on the California First Responders Network (CalFRN) Board for the state of California, the Technology Council for the City of Sacramento, and is a member of CENIC's conference committee.

Stephanie also leads the statewide information technology (IT) strategy for the state of California. She is creating "Vision 2023" which capitalizes on the current statewide IT strategic plan by enhancing the mission, vision, goals and objectives guiding the state's IT workforce to establish one digital government.

Prior to joining the state, Stephanie was the Director of Sales Programs for the North America Technology Division at Oracle Corporation. She was selected as a core team member for Oracle's new cloud solution engineering group driving a customer first, service oriented culture shift at the company. Stephanie joined Oracle in 1999 as a Partner Marketing Manager in the Alliance and Channels division. During her 19 years at Oracle, Stephanie's responsibilities expanded into more challenging and complex roles as the lead in sales and marketing teams and included the inaugural Executive Engagement team where she was responsible for managing and executing customer engagement strategies for Oracle's corporate executives.

Prior to joining Oracle, Stephanie led Business Development for the International Sales division at CyberCash, Inc. driving the establishment of CyberCash GmbH and CyberCash K.K. Other work experience includes: Aerotek and IBM. Leveraging her sales and marketing background focused on the high technology industry, in 2015 Stephanie founded 2S Technology Services - a small business providing technical support to private residences and small businesses.

Stephanie is passionate about leveraging her corporate experience to give back to the community. She was the Chairperson and Co-Founder of Oracle's first Asian employee resource group, Oracle Professional Asian Leadership (OPAL) and served on the Board of Directors for the California Asian Chamber of Commerce. Currently, Stephanie is a member of the Board of Directors for Asian Resources Inc. (ARI) and Ascend's Northern California Division. Stephanie is the

Co-chairperson for Ascend's "Inspiring Across Generations" (IAG) professional development program providing middle management Asian Pacific Islanders (APIs) in the private sector critical skills for advancement. She is a Strategic Advisor for My Sisters House, a non-profit dedicated to serving women and children impacted by domestic violence, sexual assault, and human trafficking, where she launched the first "Fashion for "A Cause" fundraiser. Stephanie is a member of the Asian Pacific Islander Public Affairs (APAPA) Steering Committee for its Annual Statewide Voters Education and Candidates Forum, and the Asian Pacific State Employees Association (APSEA).

Stephanie cherishes time with family and friends, and practices self-care with music, meditation and yoga. She holds an M.B.A. in Global Business Practices from San Jose State University; a Bachelor's of Science Degree in International Management from California Polytechnic University, San Luis Obispo; is a graduate of the Leadership for the Government Executive program at Sacramento State University, and is in the 2020 cohort for Leadership California.



JEFF UYEDA
(RETIRED) EXECUTIVE PARTNER, FISCAL; APSEA PAST PRESIDENT; PRESIDENT, JEFF UYEDA & ASSOCIATES
Cal-IPGCA BOARD OF ADVISORS: 2012-21

Jeff Uyeda is currently president of Uyeda & Associates of Sacramento, California.

Prior to his retirement from state service in

2015, Jeffrey Uyeda served as the executive partner at the Financial Information System for California. His background includes service as assistant chief of the California Department of Technology, Office of Technology Services since 2012, deputy director of Administration at the California Highway Patrol from 2010 to 2012, and manager of multiple awards programs at the California Department of General Services from 2009 to 2010. Uyeda was business development executive for IBM's State and Local Government Practice from 2004 to 2009, strategic account director at Oracle Consulting from 2003 to 2004 and director of Business Development at IBM from 1999 to 2003. From 1995 to 1999, he served in several positions at the California Secretary of State's Office, including assistant secretary of state and chief of the Management Services Division. He was chief of accounting and financial services at the California Department of General Services from 1991 to 1995, chief of the Audit and Rate Development Section at the California Department of Corrections from 1990 to 1991, and assistant budget officer at the California Department of General Services from 1988 to 1990. Uyeda is a member of the California Asian Pacific State Employees Association.

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



KATHLEEN WEBB
CHIEF DEPUTY DIRECTOR, DEPARTMENT OF MOTOR VEHICLES
Cal-IPGCA EXEC. SPONSOR, 2017-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2019-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2018-21

In July 2019, Kathleen Webb was appointed Chief Deputy Director of the Department of Motor Vehicles. Ms. Webb served as the Acting Director of DMV. Previously, she was Director of Performance Improvement, Eureka Institute, a part of the Government Operations Agency Innovation and Accountability portfolio. Prior to joining the Government Operations Agency in January 2015, Ms. Webb's public service experience included Chief Risk and Compliance Officer for CalPERS from 2012 to 2014, Director of Policy and Risk Management for Correctional Health Care Services from 2010 to 2012, Deputy Director at the Department of General Services from 2008 to 2009 and Director for the Governor's Office of the Insurance Advisor from 2006 to 2008. Ms. Webb also held multiple positions with State Farm Insurance from 1986 to 2006, including agency, claims management and legislative affairs. She earned her Bachelor of Arts degree in Political Science and Women's Studies from UC Berkeley and a Charter Property & Casualty Underwriter (CPCU) professional designation.



JULIE WHITTEN
ASSISTANT DEPUTY SECRETARY FOR INNOVATION AND ACCOUNTABILITY GOVERNMENT OPERATIONS AGENCY
Cal-IPGCA BOARD OF ADVISORS: 2021
Ms. Whitten is leading efforts to launch innovative civil service apprenticeship programs that are the first in the nation including Network Services that began in July

2017. Since then, Ms. Whitten has helped develop apprenticeship programs for Help Desk, Mainframe, Financial Services and has begun work on a program for Cybersecurity. Ms. Whitten was the Civil Service Improvement Project Director at GovOps and part of the DMV Strike Team. Ms. Whitten's public service experience includes various business and information technology roles at FTB, Public Health, CAL FIRE, OSHPD, Food and Agriculture and the Conservation Corps. Ms. Whitten received her Bachelor of Science degree with a concentration in Strategic Management from Sacramento State University.



MEREDITH WILLIAMS
DIRECTOR, DEPARTMENT OF TOXIC SUBSTANCES CONTROL, CAL-EPA
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Meredith Williams is the Director of the California Department of Toxic Substances Control. She was appointed to the position by Governor Gavin Newsom on December 19, 2019.

Meredith joined DTSC in 2013 as Deputy Director of the Department's Safer Consumer Products Program to lead the implementation of California's groundbreaking effort to reduce toxic chemicals in consumer products. She has expertise in research and development, product management, and operations for Fortune 500 companies in the technology, consumer product, and chemical sectors, including 3M and Applied Materials, a leading semiconductor manufacturer.

Following her work in the private sector, Meredith held a number of leadership positions at the nonprofit San Francisco Estuary Institute, a nationally recognized center for science in support of aquatic resource management.

Meredith strives for collaborative solutions to complex problems and has a track record of championing interdisciplinary project management approaches. She holds a B.A. degree from Yale University and a doctorate in physics from North Carolina State University.



ALICIA WONG
SENIOR VP, ENTERPRISE PROJECT SERVICES
STATE COMPENSATION INSURANCE FUND
Cal-IPGCA EXEC SPONSOR 2012-21
BOARD OF ADVISORS: 2012-21
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2012-21

Alicia is a results-driven leader with expertise in multiple aspects of information technology and administrative programs, project management, state IT policies, strategic planning, and government operations. Proven ability to bring cross-functional teams together to achieve desired results. Self-motivated and energetic with a successful track record of implementing solutions that have resulting in cost savings to the State of California, yielded greater efficiencies to departments and increased customer satisfaction for the public.

Alicia's tenure with Cal-IPGCA dates back to 2012 as an originating executive sponsor of the program. Her vision remains a driving force for the program. She serves as a liaison between Cal-IPGCA and the Asian Pacific State Employees Association (APSEA).

Cal-IPGCA LEADERSHIP-TRAINING PARTNERS 2012-2021

**Invited; *Cal-IPGCA Management Team



BRIAN WONG
CHIEF DEPUTY DIRECTOR / CHIEF INFORMATION OFFICER
OFFICE OF SYSTEMS INTEGRATION, CALIFORNIA HEALTH AND HUMAN SERVICES
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2021
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

Brian Wong is the Chief Deputy Director and Chief Information Officer, Office of Systems Integration, California Health and Human Services. Previously, Brian served as the Chief Information Officer at the Department of Social Services. Prior to that he was the Solutions and Framework Manager and IT Modernization Project Director at the Department of Motor Vehicles (DMV). He spent ten years at DMV in IT roles, including Section Chief of Network and Communications. As a Technical Project Manager he successfully delivered multiple large-scale, multi-million dollar IT projects, including the CDT-hosted Website Infrastructure (WSI) Re-Architecture project to quickly scale and modernize DMV online services for an additional 1.4 million customers. Brian has a Bachelor's Degree in Finance from Cal State Long Beach and has been a Vice President and Board Member of the Asian Pacific State Employees Association since 2014.



JOE XAVIER
DIRECTOR, DEPARTMENT OF REHABILITATION
Cal-IPGCA BOARD OF ADVISORS 2012-2021
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2017-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2017-21

Director Joe Xavier was a small business owner for over 14 years before he began his career in public administration in 1998. For almost 30 years, Joe has been actively involved in community and advocacy organizations, including the Association of California State Employees with Disabilities and the Asian Pacific State Employees Association. He has served as a gubernatorial appointee at the Department of Rehabilitation since 2008. Director Xavier's current career highlights include service as project director for a \$50 million cross-organizational project aimed at reducing reliance on public benefits among families of Supplemental Security Income (SSI) recipients ages 14 to 16 as well as a multi-state \$866 million proposal to provide food services to United States Marine Corp bases in California and Arizona. In addition to managing these high-profile projects, Director Xavier led the successful transition of the Traumatic Brain Injury program into the Department of Rehabilitation and initiated the realignment funding for the Older Individuals Who are Blind program. Through the University of Southern California's School of Public Policy, Director Xavier is a fellow of the Sierra Health Foundation Leadership Institute and a graduate of San Diego State University's National Rehabilitation Leadership Institute. He has also completed the California Health and Human Services Agency Leadership Academy program.



BETTY YEE
CONTROLLER, STATE OF CALIFORNIA
Cal-IPGCA CHANGE CHALLENGE FORUM STRATEGIC ADVISOR: 2018-21
Cal-IPGCA EXPERIENTIAL LEARNING INSTRUCTOR: 2021

State Controller Betty T. Yee was elected in November 2014, following two terms of service on the California Board of Equalization. As

Controller, she continues to serve the Board as its fifth voting member. Re-elected for a second term as Controller in 2018, Ms. Yee is only the tenth woman in California history to be elected to statewide office.

As the state's chief fiscal officer, Ms. Yee chairs the Franchise Tax Board and serves as a member of the California Public Employees' Retirement System (CalPERS) and the California State Teachers' Retirement System (CalSTRS) Boards. These two boards have a combined portfolio of more than \$570 billion. Ms. Yee also serves on the Ceres Board of Directors, a nonprofit organization working to mobilize many of the world's largest investors to advance global sustainability and take stronger action on climate change.

Ms. Yee serves on dozens of boards and commissions with authority ranging from land management to crime victim compensation. As a member of the State Lands Commission (and chairperson in even-numbered years), she helps provide stewardship of public-trust lands, waterways, industrial wharves, marine terminals, pipelines, and resources through economic development, protection, preservation, and restoration consistent with the state's environmental needs. Through other financing authorities, Ms. Yee is dedicated to creating incentives to increase the number of affordable housing units, spur economic development, support pollution-control innovations, and strengthen health and educational facilities.

Ms. Yee has more than 35 years of experience in public service, specializing in state and local finance and tax policy. Ms. Yee previously served as Chief Deputy Director for Budget with the California Department of Finance where she led the development of the Governor's Budget, negotiations with the Legislature and key budget stakeholders, and fiscal analyses of legislation. Prior to this, she served in senior staff positions for several fiscal and policy committees in both houses of the California State Legislature. She also cofounded the Asian Pacific Youth Leadership Project, which exposes California high school youth to the public service, public policy, and political arenas.

A native of San Francisco, Ms. Yee received her bachelor's degree in sociology from the University of California, Berkeley, and she holds a master's degree in public administration.