

# 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

# Cal-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.

### Cal-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.***

# Ca1-IPGCA COHORT 2020-21 INNOVATION PRIORITIES

## 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.

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## 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.

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**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.”

## 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.

*“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*

# CaI -IPGCA COHORT 2020-21 INNOVATION PRIORITIES

*"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

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## 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.”*<sup>1</sup>
- 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).