Innovation Playbook for Government Change Agents (Cal-IPGCA) 2017

Scaling a culture of leadership and innovation in California State Government.

Host Sponsor: State of California Department of General Services
707 Third Street, West Sacramento, CA 95605

Thursday, July 13 1 pm – 5 pm Gateway Training – Innovation Playbook for Government Change Agents (Cal-IPGCA)

Tuesday, July 18 8 am - 5 pm Innovators Forum – CHALLENGE ONE & TWO

Thursday, August 17 8 am – 5 pm Innovators Forum – CHALLENGE THREE & FOUR

Thursday, September 14 8 am – 5 pm Innovators Forum – CHALLENGE FIVE

Thursday, October 12 8 am – 5 pm Innovators Forum – CHALLENGE SIX

Wednesday, November 8 8 am – 5 pm IPGCA Day of Innovation - Awards Ceremony

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PAGE 1: PURPOSE

Government serves a digital society that exists in constant and ever accelerating environments of change. Under a paradigm of “Tell, Show, Let, Help” the Innovation Playbook for Government Change Agents (Cal-IPGCA) is an immersive 58-hour intrapreneurial training program that delivers great results for Californians.

Applied Training Environment: The INNOVATION PLAYBOOK is structured as a 360 degree applied training environment. Trainees toggle between monthly classroom training and applied experiential learning within their work environment. Integrating and synergizing participation across all levels of government – from entry level to senior executives, innovation teams come together to develop specifically targeted projects or programs that meet key challenges identified by the State of California agency leaders.

> Scales real time innovation pipelines and playbooks…a culture of innovation.

> Meets the State of California’s biennial leadership training requirements. (GC 19995.4. – Effective July 1, 2016)

Designed for…

> Line staff who are rising stars with management potential

> First line supervisors

> Middle managers and executives

PAGE 2: EXECUTIVE LEADERSHIP

Manager Sponsors
Ora Systems, Inc. and One World Institute, Inc.
Rebekah Christensen, CEO and Program Chair
**EXECUTIVE LEADERSHIP RESPONSIBILITIES**

The Cal-IPGCA Executive Leadership Team is responsible for:

> Program Design

> Program Implementation and Management

> Innovation Pipelines – Identification of statewide challenges

> Interfacing and facilitating the involvement of the Cal-IPGCA Board of Advisors

> Assuring cross-generational, cross-cultural, cross-professional and cross-organizational involvement

> Constructing – Sustaining a Real Time Innovation Playbook that advances human potential, organizational potential and community potential

> Creating a culture of innovation that transforms – a blueprint for the State of California, our country and our world!
PAGE 4: 2017 BOARD OF ADVISORS

Jei Africa,
Director, Office of Diversity and Equity, County of San Mateo

Robert A. Barton
Inspector General, Office of the Inspector General

Marybel Batjer
Secretary, Government Operations Agency

Rhonda Basarich
Chief, Office of Fiscal Services, Department of General Services

Jamie Callahan
Director, External Affairs, Office of Governor Edmund G. Brown, Jr.

John Chiang
Treasurer, State of California

Keith Christensen
Co-Founder – COO. ORA Systems, Inc.

Rebekah Christensen
Co-Founder – CEO, ORA Systems, Inc.

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

Diana Dooley
Secretary, California Health and Human Services Agency

Joseph A. Farrow
Commissioner, California Highway Patrol

Mark S. Ghilarducci
Director, California Governor’s Office of Emergency Services

Richard Gillihan
Director, CalHR

Scott Gregory
Deputy Director, Office of Digital Innovation, CA Department of Technology
Martin Hoshino  
Administrative Director, Judicial Council of California

Darby Kernan  
Legislative Representative, California State Association of Counties

Daniel Kim  
Director, Department of General Services

Stuart Drown  
Deputy Secretary, Innovation and Accountability, Government Operations Agency

**PAGE 5: 2017 BOARD OF ADVISORS**

John Laird  
Secretary, California Natural Resources Agency

Michael Mendoza  
ARC Member, Social and Criminal Justice Advocate

Linda Ng  
Past-President, Asian Pacific State Employees Association

Selvi Stanislaus  
Executive Officer, Franchise Tax Board

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

Kathleen Webb  
Assistant Secretary, Innovation & Accountability, Government Operations Agency

Alicia Wong  
APSEA President; Branch Chief, Technology Office of Digital Innovation, Department of Technology

Joe Xavier  
Director, California Department of Rehabilitation
John Nilon  
Alumni Trustee CSU Bakersfield

Monica Nino  
County Administrator, San Joaquin County

Karen Ross  
Secretary, Department of Food & Agriculture

Jean Shiomoto  
Director, California Department of Motor Vehicles

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

Amy Tong  
Director and State CIO, CA Department of Technology

Maeley Tom  
Member, California State Personnel Board

**ROLES AND RESPONSIBILITIES:**

Front-line Conduit: The Cal-IPGCA Advisory Board serves as the front-line outreach conduit to State of California leadership and our state’s workforce. They support the program by facilitating the key challenges identified that serve as the program’s Innovation Priorities (IP’s).

Innovators Forum: The Cal-IPGCA Advisory Board serves a critical function of “Change Challengers” for the program as they represent our state’s key leadership. Each training class kicks off with a two-hour interactive “Change Challenge Forum” where the Cal-IPGCA Innovation Priorities are analyzed in cross-governmental platforms. This strategic advisory is then integrated by the program’s trainees.

Holistic Representation: To heighten capacity of generating a culture of innovation, the Cal-IPGCA Advisory Board assures the program’s trainees represent cross-generational, cross-cultural, cross-professional and cross-organizational involvement of the state’s workforce
THE CAL-IPGCA BUILDS A STATEWIDE FRAMEWORK FOR LEADERSHIP AND INNOVATION: Creating a common language of leadership and innovation that develops and inspires our workforce to deliver great results for Californians.

> Via the Cal-IPGCA Learning Management System (LMS), California Statewide Leadership Model serves as a training guide.

> **Leadership Value Goals —**

- To create, embed and nurture a statewide leadership culture, the state has created a leadership model that includes a leadership philosophy statement, leadership values and leadership competencies.

- These values and philosophy transcend state service. Collaborate with departments as the model is designed to underpin departments’ existing values, not replace them.

- The leadership philosophy and values will be incorporated into recruitment, onboarding, training, and performance management for leaders across state service.

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**LEADERSHIP 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.

**PAGE 8: GOALS AND OBJECTIVES**

The Cal-IPGCA creates a standardized path of accountability, performance and outcomes.

How?

DIRECTOR DAN KIM’S 8-STEP PATH to Achieving Innovative Outcomes in Government

The Cal-IPGCA uses an 8-Step Path to achieving innovative outcomes in government. It was first used in our 2016 Innovation Bootcamp.

• We found this step-wise process actually expands innovation as this process guides and creates a standardized path of accountability, performance and outcomes for our innovation projects.
• Equally important, because there is a standardized path for innovation to occur, it allows us a unique opportunity for comparative analysis of even dissimilar projects.

• Although the projects can be diametrically different, the step-wise process used is the same.

• This allows us to holistically compare the innovation process of dissimilar projects to each other.

• This increases the potential to cross-pollinate ideas and resources in ways that can really expand innovation outcomes and ROI to both.

STEP 1: URGENCY

STEP 2: OPPORTUNITY

STEP 3: INCENTIVES

STEP 4: RESOURCES

STEP 5: PLANNING

STEP 6: ACCOUNTABILITY

STEP 7: METRICS

STEP 8: RECOGNITION OF OUTCOMES

PAGE 9: GOALS AND OBJECTIVES

INNOVATION APPROACH

• Blank Slate: Reinvent possible futures and outcomes rather than incremental improvement - North Star / User based

• Collaborative Innovation Teams: Everyone is a Leader. Everyone has value. Everyone contributes. Everyone is heard.

• Innovators Forum: The Cal-IPGCA Advisory Board serves a critical function of “Change Challengers” for the program as they represent our state’s key leadership. Each training class kicks-off with a two-hour interactive “Change Challenge Forum” where the Cal-IPGCA Innovation Priorities are analyzed in cross-governmental platforms. This strategic
advisory is then integrated into the innovation projects by the program’s trainees.

- **Authentic Leadership**: Our authenticity is our North Star – IT IS our GPS to home. Our responses to our experiences in life define the character of who we are. Our character governs the mission our path of life takes; the values that guide us, the choices we make, the way we lead and the way we serve others. Our authenticity teaches us to know ourselves, and when we know ourselves we understand our world. This makes us intuitive and agile in a digital world. This is where innovation soars! Expanding our trainees’ authentic leadership development is the USC Leadership Energizes 360 tool. It measures an individual’s leadership as a snapshot in time across three broad areas: Individual Behavior and Characteristics, Group and Team Processes, and Organizational Context. This tool is integrated within our training process.

- **Rapid Innovation Modules**: Teamed creativity and innovation fueled by an unrestricted fusion of people, ideas, resources, and accelerating human potential.

- **Moonshots**: Reimagining an outcome. Creating a capacity for 10 x rather than incremental improvement.

- **4th Wave**: Every employee owns the organization’s mission. We transform competitive win/lose environments to collaborative win/ win stewardships. The Fourth Wave approach dissipates silos and hierarchy and brings a global and shared stewardship and leadership to our work. Our approach generates dynamically integrated ecosystems of stakeholders, employees, families, customers, government, economy, and constituents. All are taught to possess a pledge to service, with a sense of responsibility for the whole mission of the shared endeavor. 4th wave prioritizes a commitment to personal fulfillment in doing our jobs, serving constituents, and leaving a legacy.

- **Stewardship**: Leadership is a stewardship – leaving a legacy for future generations. Our approach is holistic – people, environment and the economy.

- **Responsibility for the Whole**: We possess a pledge to service, holding a sense of responsibility for the whole of the shared mission. Our ecosystem is one world – integrating stakeholders, employees, families, customers, economy and constituents.
• **Global Unity:** The Cal-IPGCA creates a global unity and dynamic flow where we organically integrate in a fluid movement from independent to interdependent. In this agile environment our quality of performance, excellence and competitive edge expand and grow in tandem.

**PAGE 10: CHALLENGES AND OPPORTUNITIES**

A foundational pillar of the Innovation Playbook is the identification of organizational challenges and issues affecting more than one agency or department that can benefit from a cross-organization leadership team’s assessment and recommendations.

The innovation priorities for the Cal-IPGCA 2017 Series were established through the California Government Operations Agency (GovOps) and an “Innovation Pipeline” that is administered by the California Department of Technology (CDT). Leaders from across the State of California submitted their challenges with six selected for innovation in 2017.

The 2017 Challenges (Innovation Priorities) include:

1. **CAL-IPGCA CHALLENGE: RISK MANAGEMENT**

   **Challenge:** Identify a multi-prong approach to increase risk awareness and intelligence for state employees and managers. The approach should enhance mission outcomes that create a future that supports risk-based strategic planning and monitoring efforts at every level of management.

   **Background:** The State Leadership Accountability Act was enacted in June 2015 and required departments to engage in the active oversight of internal controls to effectively manage risk. While the law requires programs to embed this activity into all levels of management, engagement has been limited and the processes have not been integrated into organizational governance and administration.

   **Issue:** A new approach to the management of risk is needed to ensure that managers at all levels know and understand how to effectively measure and monitor the performance of their program areas and are able to identify Key Performance Indicators (KPI’s).
2. CAL-IPGCA CHALLENGE: RISK AVERSION

**Challenge:** Create a culture of innovation that manages risk and embraces innovation in its commitment to deliver great results for Californians.

**Background:** Before we can create a culture of innovation, we must address an old paradigm of risk aversion that remains systemic within the internal operations of State Government and equally our service delivery to the customer-constituent base served.

1. The behaviors and structures that persist are no longer organizationally or operationally optimal as the state’s performance is continuously outpaced by our accelerating digital society.

2. Government is a culture that promotes repetitive tasks, which creates a self-perpetuating viewpoint where we assume processes must be correct because “that is the way it has always been done.” Incremental improvements preserve and replicate the previous process.

3. Digital society creates huge opportunities for smarter, more efficient, community-centric societies, but this threatens the status quo.

4. Quick fixes and shortcuts accumulate over time and can diminish the integrity and quality of performance, employee morale, public trust and service delivery to the customer.

**Issue:** A culture of risk aversion permeates state department staffs, which challenges our ability to modernize state government through innovation and improvement efforts.

PAGE 12: CHALLENGES AND OPPORTUNITIES

3. CAL-IPGCA CHALLENGE: CHANGE MANAGEMENT “HOW CAN WE DO BETTER”

**Challenge:** Identify options and alternative approaches to execute effective change that allows the state to modernize operations and better serve our customers.
Example: The Exam and Certification Online System (ECOS) is a statewide enterprise solution designed to unify hiring processing and documentation for all participating entities. The system has been in production since January 2014 and the final stage of development will be implemented in waves starting in June 2017. One of the goals of this project is to bring all examinations from paper-based to online processing and require that all job applications are submitted electronically. In order to maximize adoption of the new system by departments and minimize the difficulties that are inherent in change, CalHR as the project sponsor is responsible for creating and implementing a high quality organizational change management strategy. The challenge the department is facing is how best to go about effecting change, delivering training, and incorporating feedback regarding system implementation and improvement with a very limited set of resources.

Issue: The state continues to struggle with executing change management to ensure a cost-effective transition of policy, processes, or technology. ECOS is but just one example of a needed system change to establish statewide standards that was met with resistance and challenged enterprise implementation.

4. CAL-IPGCA CHALLENGE: EXECUTIVE RETENTION – KNOWLEDGE TRANSFER

Challenge: Identify options to support the development of future leaders that would benefit succession planning, knowledge transfer and creating a bench of well-rounded future leaders. As we develop future leaders, what is the most effective way/program/method to implement a knowledge transfer process that addresses those with the institutional knowledge who are reluctant to document or share their knowledge?

Background: With the retirement of many “baby boomers”, the state faces significant challenges in ensuring the continuity of operations without an intentional means for transferring knowledge that is mission critical as key leadership positions are filled. This is coupled with a culture of operational dependency in which individuals have been allowed to hoard knowledge (expertise, documentation, processes). As a result, some feel threatened to participate in succession planning efforts.
**Issue:** More than ever, state departments are struggling to fill key leadership positions. This challenge results from two key events:

- The ongoing retirements of the baby boomer generation; and
- Years of underfunding staff and leadership development programs during the budget challenges of the last decade.

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**PAGE 13: CHALLENGES AND OPPORTUNITIES**

**5. CAL-IPGCA CHALLENGE: IMPLIED AND UNCONSCIOUS BIAS**

**Challenge:** Identify options and alternative approaches to uncover and mitigate implied and unconscious bias to execute systemic and effective change. Integrate bias awareness options in organizational operations for the purpose of creating inclusive environments in state government and in service delivery to our customers.

**Examples of how bias impacts:** Bias impacts every level of government and society; starting with recruitment and hiring and continues with day to day operations that govern the effectiveness of organizational operations, environments of inclusion and exchange, leadership and innovation, employee performance, morale, quality of constituent outreach and delivery of public and/or social services, and community – societal health and well-being.

**Issue:** Implicit or unconscious bias involves crafting judgments based on subtle and often unconscious determinations, such as; preconceptions, misinterpretations, micro-aggressions, stereotyping, social inclusion-exclusion, fringe relegation, and prejudice in favor of or against one thing, person, or group compared with another.

**Communities impacted include:**

- The marginalized;
- The public at large;
- Policy makers; and,
• Government agencies, departments and employees that interact with these communities on a regular basis.

6. CAL-IPGCA CHALLENGE: DATA DRIVEN MANAGEMENT AND STORYTELLING

Challenge: Identify options to develop 4 or 5 pilot report cards fed by open data datasets and 4 or 5 outcome-based, open data-driven explanations from Water Board executives to augment Water Boards’ output report cards. Identify options to develop the knowledge, skills and competency in at least three Water Board offices in the areas of executive “storytelling,” data literacy, and to produce open data sets for report cards and visual options for report cards and “storytelling.”

Example: Ten Water Boards regulate more than 40,000 permitted entities in more than 20 core regulatory programs. They currently have a Data Driven Management program comprised of more than 180 report cards using a static design with relatively thin data layers behind each card. The system does not use open data and does not allow dynamic access to the data. The Water Boards are embarking on a new strategy to use open data and allowing dynamic access to the data. Recent legislation (AB 1755, Dodd) affects this effort in a potentially positive way, but requires coordination with other state agencies.

Issue: In the next few years the Water Boards plan to roll out a new dynamic, open data-driven version of its current management and public “report card” reporting system. New report cards with the ability to allow dynamic executive explanations are needed. Capacity building and data literacy is needed by staff to implement and maintain this new system of reporting.

PAGE 14: CAL-IPGCA CLASSROOM EXPERIENTIAL PROGRAM

Shattering the status-quo, the Cal-IPGCA’s environment of “TELL, SHOW, LET, HELP” unites and brings together line staff, first line supervisors, middle management and senior executives who demonstrate the capacity to lead and empower systemic change across ideological, operational, generational, departmental and agency boundaries. The common ground shared among the trainees participating in the Cal-IPGCA ecosystem is a
commitment to collectively share, hone and EXPERIENCE excellence in demonstrating the State of California Leadership Values as they are applied to pioneering a “culture of innovation.” The “pipeline” of innovation priorities chosen as our 2017 challenges affect us all as employees of the State of California, but equally as each reaches out to tap into the society we serve. The Cal-IPGCA Trainees will re-imagine these innovation priorities via a “moonshot” approach towards seeking outcomes. The experiential nature of the Cal-IPGCA, toggles between our classroom environment and our work-based environments.

What’s a Moonshot? Rather than a 10% gain, a moonshot aims for a 10 times improvement over what currently exists. It’s a combination of a huge problem, an inspired solution to that problem, and the creation of breakthrough technology (or an innovative approach or process) that makes this solution possible.

Thursday, July 13 1 pm – 5 pm
GATEWAY TRAINING – Innovation Playbook for Government Change Agents (Cal-IPGCA)
Tactical Keynote: Innovation in California, TBD

Tuesday, July 18 8 am – 5 pm
IPGCA LAB – CREATING A RISK INTELLIGENT CULTURE
Contrasting CHALLENGE ONE Risk Management with CHALLENGE TWO Risk Aversion
Tactical Keynote: Just Ask Why, Kathleen Webb, CalGovOps

Thursday, August 17 8 am – 5 pm
IPGCA LAB – “HOW CAN WE DO BETTER?”
CHALLENGE THREE: Change Management
CHALLENGE FOUR: Executive Retention and Knowledge Transfer
Tactical Keynote: 360 Energizes, Paul Danczyk, USC

Thursday, September 14 8 am – 5 pm
IPGCA LAB – CHALLENGE FIVE: Implied and Unconscious Bias
Tactical Keynote: Diversity as Strength, TBD
Thursday, October 12 8 am – 5 pm
IPGCA LAB – CHALLENGE SIX: Data Driven Management and Storytelling
Tactical Keynote: The Power of Data Storytelling, TBD

Wednesday, November 8 8 am – 5 pm
IPGCA DAY OF INNOVATION - Awards Ceremony
Tactical Keynote: Innovating Human Potential, TBD

PAGE 15: CAL-IPGCA CLASSROOM EXPERIENTIAL PROGRAM

IPGCA PROGRAM FORMAT

The Cal-IPGCA is creating a transformative shift away from external hierarchical governance that functions from silo-based environments of power and control to an internalized paradigm of employee empowerment that prioritizes the dynamic development of integrative human potential within our workforce.

• Through this integrated approach, that toggles between the classroom and work setting, our trainees create environments of systemic self-improvement that organically benefits all—the organization, the employee, and the society served.

IPGCA RAPID INNOVATION SCHEDULE:

8:00 am – 10:00 am CHANGE CHALLENGE FORUMS
Our IPGCA Board of Advisors serve the program as our “Change Challengers”. In a Q&A Forum, they are our “visioneers” for the reimaging of government. They ignite and inspire our innovation teams by providing strategic insight and wisdom to heighten performance outcomes.

10:30 am – 11:30 am TACTICAL ADVISORS
These leaders are the cutting-edge voices providing tactical advisory that sharpen and enhance our “culture of innovation” – personally, professionally and within our innovation projects and programs.
11:30 am – 12:30 pm
WORKING LUNCH

12:30 pm – 3:30 pm FACILITATED RAPID INNOVATION FORUMS
Trained facilitators are joined by mentee’s from last year’s innovation bootcamp. They serve as guides in supporting our innovation teams in the development of their innovation projects.

3:30 pm – 5:00 pm INNOVATION TEAM REVIEWS
At the close-of-the-day video session, our six innovation teams reconvene to collaboratively present and share their progress. These close-of-the day sessions challenge and invigorate as the best of who we are and what we’ve done takes “center-stage!”

PAGE 16: CAL-IPGCA APPLIED WORK-BASED TRAINING MODULES

CLASSROOM TRAINING ENVIRONMENT

6  Innovation Priorities (IP Challenges)
6  Innovation Teams
72  Innovation Trainees
+10  IP Work-based Partners (per trainee)
792  Combined Cal-IPGCA Innovation Ecosystem

The “TELL, SHOW, LET, HELP” Environment that the Cal-IPGCA builds is pioneering in the “Experiential Learning” approach we embrace. Three key goals of the Cal-IPGCA:

> Innovation Playbook: Each Trainee begins with an Innovation Playbook that exponentially expands through participation.

> Common Language: Institutionalize a common language of leadership and innovation that transcends all programs, departments and agencies across the state. To collaboratively innovate, we MUST have a common language of communication.
> Cal-IPGCA Moonshots: To rapidly innovate “Moonshots” that meet specific Innovation Priorities identified by the State of California.

**PAGE 17: CAL-IPGCA APPLIED WORK-BASED TRAINING MODULES**

Toggling from the Classroom to the Work Environment...

- Utilizing the GovOps, CalHR Leadership Values as our training conduit, our training team teaches 5-minute training-modules that reflect these values while, at the same time, providing insight into every aspect of the Cal-IPGCA program.

- Each IPGCA Trainee selected for participation identifies up to 10 work-based partners to participate as innovation partners within their work environment.

- The Cal-IPGCA Trainee + their work-based partners are tasked to apply each Cal-IPGCA Training Module: Personally, Professionally and within their Innovation Project. These modules are scheduled on a cycle of 3-days per week.

**PAGE 18: CAL-IPGCA DELIVERABLES**

Cal-IPGCA Intrapreneurial Ecosystem

Performance for IPGCA Trainees begins with the application process. Applying as an IPGCA Trainee reveals their aptitude and commitment to THRIVE in our rigorous environment ...as individuals, as leaders, as professionals and as co-innovators!

+10 Teams: Real Time Delivery of the Cal-IPGCA Program: Classroom and the Workplace Environment

- Each of the 72 registered trainee seats in the Cal-IPGCA is given +10 work-based partner seats.

- Work-based partners expand and accelerate the deployment of the Cal-IPGCA into your workplace environment.
- +10 partners can include SMEs, other program or department employees, stakeholders, etc.

- Training results are recorded in real-time for both the trainee and the trainee’s supervisor, including +10 participants.

- +10 team members share the AM Change Challenge Forums that guide innovation projects. Attendance is on-site or remote via access from their work station.

- 45 LMS-Based Experiential Training Programs: Each video training is 5-Minutes in-length. Each is taught by State Leadership that reflects on a singular value. There are 5 training courses per value. Each course is followed by an applied 5-Minute quiz taken 1.5 days later, asking how this value was applied: Personally, Professionally - Organizationally, and within their Innovation Cal-IPGCA Project-Program

- 360 Trainee Evaluation: Administered by the University of Southern California, USC - Sacramento Campus

PAGE 19: CAL-IPGCA DELIVERABLES

9 State of California Leadership Values: Builds a common language that transcends departments, agencies and programs.

- Communicate Effectively
- Inspire & Engage
- Develop Others
- Foster a Team Environment
- Exhibit Personal Credibility
- Build Collaborative Relationships
- Improve our Organization
- Achieve Results
- Model Good Governance
8-Step Path to Achieving Innovative Outcomes

Step One: Urgency
Step Two: Opportunity
Step Three: Incentives
Step Four: Resources
Step Five: Planning
Step Six: Accountability
Step Seven: Metrics
Step Eight: Recognition


- Risk Management
- Risk Aversion
- Change Management
- Executive Retention & Knowledge Transfer
- Implied-Unconscious Bias
- Data Driven Management & Storytelling

The 360 Metrics of performance are calculated in real-time.

PAGE 20: PROGRAM FEES AND REGISTRATION

Under a paradigm of “Tell, Show, Let, Help” the Innovation Playbook for Government Change Agents (Cal-IPGCA) is an immersive 58-hour
intrapreneurial training program that scales a culture of leadership and innovation in California state government.

Applied Training Environment: The Cal-IPGCA is structured as a 360° applied training environment. Trainees toggle between monthly classroom training and applied experiential learning within their work environment. Integrating and synergizing participation across all levels of government – from entry level to senior executives, innovation teams come together to develop specifically targeted projects or programs that meet key challenges identified by the State of California agency leaders. (More Information: Reference Program Deliverables – Pages 18-19.)

Designed for 1-6 Training Seats Per Department, plus 1-10 Work-based Partners, per training seat reserved. This includes:

> Line staff who are rising stars with management potential
> First-line supervisors
> Middle managers and executives

PAGE 21: PROGRAM FEES AND REGISTRATION

Cal-IPGCA Training Seat: (A maximum of 72 training Seats are available for the 2017 series.)

The $2850 Program Fee Includes:

• 1 Cal-IPGCA Training Seat
• Box lunch for each class day
• 44 Hours Classroom Instruction
• 14 Hours applied work-based LMS Experiential Training (45 online training lessons)
• 58 Total hours of instruction
• 5.8 Professional Development Hours (PDHs)
• 1 Start-up package: Cal-IPGCA Innovation Playbook (Includes tools and approaches)
• 1 Wrap-up package: Personalized Innovation Playbook (Includes personalized tools and approaches)

• 1 Comprehensive Wrap-up: Cal-IPGCA Series 2017 Comprehensive Innovation Playbook, to include six Innovation Outcome Summary Reports

• 1 Leadership 360 degrees Evaluation: Administered by USC – Sacramento Campus

• 1 Cal-IPGCA Graduation Certificate

• 1 Graduation Awards Celebration with program sponsors

• Meets the State of California’s biennial leadership training requirements (GC 19995.4. – Effective July 1, 2016)

The fee for EACH work-based partner is +10 $495, and includes: Minimum (1) - Maximum (10) +10 Work-based Partners

> Cal-IPGCA +10 Work-based partners for each registered training seat

> 14 Hours of Classroom Instruction

> Gateway Training: 4 Hrs. + five 2-Hour AM Forums – Available onsite or via remote access

> 14 Hours applied work-based LMS Experiential Training (45 online training lessons)

> 28 Total hours of instruction

> 2.8 PDHs for each registered Cal-IPGCA +10 Work-based partners

> Cal-IPGCA Completion Certificate

PAGE 22: EXECUTIVE & ADVISOR BIOS

Jei Africa, Director, Office of Diversity and Equity, County of San Mateo Health System

Jei Africa is currently the health equity initiatives manager at the Behavioral Health and Recovery Services (BHRS) Division of the San Mateo County Health Department. In this role, he provides leadership and guidance to
promote effective and culturally responsive services into the core functioning of County health services. Dr. Africa is a licensed clinical psychologist and certified addiction treatment counselor. He is a consultant and teacher in the area of mental health, domestic violence, substance abuse, cultural competence and diversity. Jei has also been featured in numerous newspapers and television shows as a consultant of health and wellness. He also maintains a consulting and private psychotherapy practice in the Bay Area. Previously, he was the clinical director at Community Overcoming Relationship Abuse (CORA) and manager of youth treatment services at Asian American Recovery Services (AARS). Recently, Dr. Africa was recognized as one of the 2012 LGBT Local Heroes from KQUED and Union Bank at the Castro Theater. He is also a recipient of the 100 Most Influential Filipinas in the United States (2009) and the California Statewide Cultural Competence Professional Award (2009)—in recognition of his leadership, professional contributions and service promoting health equity and cultural competence.

Robert A. Barton, Inspector General, Office of the Inspector General
In 2011, Robert A. Barton was named inspector general by Governor Jerry Brown after having served for six years as the senior assistant inspector general for California’s Central region. Mr. Barton began his public service with the Fresno County Sheriff’s Department in 1984, while completing his B.S. in criminology at California State University, Fresno, summa cum laude. He graduated from UC Davis law school, King Hall, with his Juris Doctorate in 1988, and received American Jurisprudence awards in both Contract law and Criminal Justice Administration. He holds a lifetime California Community College instructor credential in law and has served as an adjunct professor at both Bakersfield College and California State University, Bakersfield. From 1988-99, Mr. Barton was a prosecutor in the Kern County District Attorney’s Office. From 2000-05, he served as supervising deputy district attorney for gangs, prison crimes, juvenile crimes, and truancy prevention. He is currently responsible for contemporaneous oversight of internal affairs investigations and the disciplinary process of the Department of Corrections and Rehabilitation (CDCR) as well as performing other statutorily required reviews of the state correctional system. Mr. Barton also serves as chairman of the California Rehabilitation Oversight Board (C-ROB), which reports to the state legislature on the progress made by the CDCR to provide effective rehabilitative programs to California’s inmates and parolees. The
Navigating Leadership’s Agency Leadership Award was presented to the Office of Inspector General in 2012.

**Marybel Batjer, Secretary, Government Operations Agency**

In July 2013, Marybel Batjer was appointed by Governor Jerry Brown to serve as the first-ever secretary of CalGovOps. This agency was established as part of Governor Brown’s comprehensive overhaul of state government. Ms. Batjer is responsible for administering state operations, including procurement, real estate, information technology, and human resources. From 2003 to 2005, Ms. Batjer served as cabinet secretary and chief policy advisor to Gov. Arnold Schwarzenegger and directed the activities of the governor’s 13 cabinet secretaries. She has also served as undersecretary of the California Business, Transportation and Housing Agency and as chief deputy director of the California Department of Fair Employment and Housing. During the George H.W. Bush administration, Ms. Batjer was special assistant to the Secretary of the Navy, a position she attained after serving as President Reagan’s special assistant for national security affairs, deputy executive secretary of the National Security Council, and assistant to Secretary of Defense Casper Weinberger and Deputy Secretary of Defense Frank Carlucci. In addition, Ms. Batjer was director of political planning for the National Women’s Political Caucus. She is the former vice-chair of the State of Nevada’s Colorado River Commission, the past chair of the National Judicial College Board of Trustees, and a current board member of the Nevada Museum of Art, the Desert Research Institute Foundation, and the Nevada Woman’s Fund. Ms. Batjer studied international public policy at Johns Hopkins University and national and international security at Harvard University’s John F. Kennedy School of Government.

**Rhonda L. Basarich, Chief, Office of Fiscal Services, Department of General Services**

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 still holds.

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Jamie Callahan, Director, External Affairs, Office of Governor Edmund G. Brown, Jr.
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.

John Chiang, Treasurer, State of California
John Chiang was elected on November 4, 2014, as California’s 33rd State Treasurer. As the State’s banker, he oversees trillions of dollars in transactions every year. One of his top priorities is to conduct the State’s business in the most transparent manner possible. Chiang sells California’s bonds, invests the State’s money and manages its cash. In addition, he manages financing authorities that help provide good-paying jobs, better schools, improved transportation, quality health care, more affordable housing and a cleaner environment. He handles those duties while sitting on the governing boards of the nation’s two largest public pension funds – the California Public Employees’ Retirement System (CalPERS) and the California State Teachers’ Retirement System (CalSTRS). Prior to being elected Treasurer, Chiang served as State Controller from 2007 through 2014, during which time he:

• Took steps during the Great Recession to preserve cash to meet State obligations to education and bond holders. His cash management decisions—which included delaying payments and issuing IOUs—were cited as instrumental in keeping the State’s credit rating from plunging into junk status, saving California taxpayers millions of dollars.
• Worked to ensure the fiscal solvency of the State’s pension plans and was a leader in pension and corporate governance reform. He proposed a plan to address the unfunded liability of providing health and dental benefits for State retirees and successfully sponsored legislation requiring all State pension systems to adopt disclosure policies regarding board members and placement agents. He also has sponsored bills to curb pension-spiking, require placement agents to register as lobbyists, and require CalPERS and CalSTRS board members to file more campaign contribution disclosure reports.

• Aggressively used his auditing authority to identify more than $9 billion in taxpayer dollars that were denied, overpaid, subject to collection, or resulted in revenues, savings and cost avoidance.

• Ensured that $3.1 billion in unclaimed property was returned to the rightful owners. He also led the effort to reform the State’s Unclaimed Property Program, which currently holds about $7.1 billion in bank accounts, utility deposits, and other property that businesses have deemed abandoned by their owners. Chiang was first elected to the Board of Equalization in 1998 where he served two terms, including three years as chair. He began his career as a tax law specialist with the Internal Revenue Service and previously served as an attorney in the State Controller’s Office.

The son of immigrant parents, 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 A. Christensen, MBA, Co-Founder - COO, ORA Systems
I recently retired from twenty-one years in state service with the State of California, Board of Equalization; spending 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.

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Rebekah Christensen, Founder - CEO, ORA Systems; Chair, Innovation Playbook for Government Change Agents
The common denominator that unifies my career is my penchant to unleash and accelerate the human potential in each and every one of us. In a digital world that by its nature levels the playing field, all voices are essential to serve the needs of our continuously changing society. This requires each of us to stretch—to become the best we can be from where we stand. As founder and CEO of ORA Systems, I employ this strategy as the current chair of the Innovation Playbook for Government Change Agents (formerly the Navigating Leadership Program), under the Executive Sponsorship of the Government Operations Agency (GovOps). As a blueprint for systemic change management in government, this Playbook models a type of collaboration capable of integrating personal, professional, and organizational development into a seamless unified system of leadership and innovation. By connecting “Who We Are” to our chosen path, e.g., “What We Do,” in real time, our approach must mirror the inherent nature of our digital society. ORA’s systems designs provide this framework to implement pioneering approaches that focus on advancing the potential of our personal lives—to accelerate this human potential in us all. This also reaches into organizations, communities and the digital world, which are each based upon the unique skills, capabilities and needs of all involved. As a systems integrator, my career path is testament to my lifelong focus on this important work. Throughout 2015, I
was a member of an elite team that trains innovation and 10X thinking for the Google’s Innovation Labs in Kern County, Alameda County, and San Joaquin County. As a leading-edge of support for innovative technology, the opportunity to reinvent government’s benefits and service delivery to serve the distinctive needs of constituents and communities inspires hope that the impossible is indeed possible! 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 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. I hope my vision and clarity of purpose inspires others to reflect on who they are in context to the world around them. But more importantly, our constantly evolving digital society levels the playing field for all of us to challenge our leadership status quo—freeing us to creatively innovate and break the boundaries of what’s possible in our lives. 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!

Paul Danczyk, PhD, Director of Executive Education, University of Southern California Sol Price School of Public Policy
Paul Danczyk, PhD, is the Director of Executive Education in Sacramento for the University of Southern California Sol Price School of Public Policy. In his current capacity, Paul designs, coordinates and presents in leadership and management programs – impacting national, state and local governmental and nonprofit organizations – teaches master-level classes on strategic management, leadership, negotiation and public administration in California and Mexico, and is an executive coach. He cofounded and is the lead architect of www.LeadershipEnergizes.com. Paul was elected Vice President of the American Society for Public Administration in December 2016, the leading interdisciplinary public service professional organization. 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;
BS in education from the Pennsylvania State University; certified executive coach through the International Coaching Federation, trained at the Hudson Institute for Coaching; and holds Harvard University’s Mediating Disputes certification. He and his wife are raising two sons. Paul enjoys landscaping, creating sculptures, painting, and bee keeping. He can be reached at danczyk@usc.edu.

Stuart Drown, Deputy Secretary for Innovation and Accountability, California Government Operations Agency (GovOps)
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.

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Diana Dooley, Secretary, California Health and Human Services Agency
Diana Dooley was appointed secretary of the California Health and Human Services Agency in December 2010 by Governor Jerry Brown. She leads 13 state departments within the Agency, chairs Covered California (the Health Benefit Exchange) and serves as chair or member of numerous other boards and commissions. Previously, Dooley was president and CEO of the California Children’s Hospital Association. Dooley began her career as an analyst for the State and in 1975, she was appointed to the staff of Governor Jerry Brown for whom she served as legislative secretary and special assistant until the expiration of his term in 1983. Before becoming an attorney in 1995, Dooley owned a public relations and advertising agency. In 2000 she left her private law practice to serve as general counsel and vice president at Valley Children’s Hospital in Madera. She received her bachelor’s degree from California State University, Fresno in 1972 and her law degree from San Joaquin College of Law in 1995. She is married to Dan Dooley and has two adult daughters and two grandchildren.

Joseph A. Farrow, Commissioner, California Highway Patrol
Appointed in 2008 by Governor Arnold Schwarzenegger and reappointed in
2011 by Governor Jerry Brown, Joseph A. Farrow is Commissioner of the California Highway Patrol (CHP). With a Department of more than 12,000 employees, Commissioner Farrow commands the fifth largest law enforcement agency in the nation. Commissioner Farrow was born in Tokyo, Japan, and is the first Japanese-American to serve as the Commissioner in the CHP’s history. Commissioner Farrow joined the ranks of the CHP in 1979, when he entered the CHP Academy. Throughout his career, Commissioner Farrow has demonstrated an unwavering commitment to developing, implementing, and improving traffic safety programs and technologies within the State of California. Commissioner Farrow holds a Bachelor of Arts in Criminal Justice from California State University, Sacramento, and a Master’s Degree in Executive Leadership from San Diego State University. Commissioner Farrow has been recognized and endorsed for his career-spanning innovative leadership approaches in public administration. He is a member of the International Association of Chiefs of Police, the National Asian Peace Officers Association, and has been involved with the Asian Pacific State Employees Association (APSEA)’s Navigating Leadership Program since its inception in 2012. Commissioner Farrow is currently a member of the Board of Advisors for APSEA’s Navigating Leadership Program, and his leadership qualities have earned him the selection as an APSEA keynote speaker, as well as serving as a panelist on numerous occasions.

Mark S. Ghilarducci, Director, California Governor’s Office of Emergency Services
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.

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Richard Gillihan, Director, California Department of Human Resources

Director Richard Gillihan was appointed to his post by Governor Edmund G. Brown Jr. in October 2014. CalHR, created on July 1, 2012, by Governor Brown’s Reorganization Plan Number 1 of 2011, consolidated the State of California’s Department of Personnel Administration with certain programs of the State Personnel Board. CalHR is responsible for all issues related to labor relations and collective bargaining, employee salaries and benefits, job classifications, civil rights, training, exams, recruitment, and retention. 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. 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.

Scott Gregory, Deputy Director, Office of Digital Innovation, California Department of Technology

Scott Gregory has been appointed 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.

**Martin Hoshino, Administrative Director Judicial Council of California**

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.

**Darby Kernan, Legislative Representative - Administration of Justice California State Association of Counties (CSAC)**

A fifteen year Capitol staff member, Darby Kernan was appointed as legislative representative for the Administration of Justice for the California State Association of Counties (CSAC) in February 2015. Ms. Kernan served as the principal consultant for the Senate President Pro Tempore, playing a key role in both legislation and for the state budget. She has been responsible for public safety and mental health budgets and policy assignments, staffed the Senate Public Safety Committee, and developed legislative priorities in public safety. Prior to her position in the Senate President Pro Tempore’s office, Ms. Kernan served as the assistant secretary in the Office of Legislation for the California Department of Corrections and Rehabilitation. In this position, she provided oversight on key legislation and advised executive management on developments concerning significant legislation impacting adult and juvenile corrections.
Ms. Kernan’s background also includes strong political experience out in the field as well as work as a journalist and as a Peace Corps volunteer in West Africa. The California State Association of Counties is the voice of California’s 58 counties at the state and federal level.

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Daniel C. Kim, Director, Department of General Services
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.

John Laird, Secretary, California Natural Resources Agency
Secretary John Laird was appointed to his position by Governor Jerry Brown in January 2011. He has spent 35 years in public service, including 23 years as an elected official. The son of teachers and raised in Vallejo, Laird graduated with honors in politics from the University of California Santa Cruz in 1972. He then served on the district staff of U.S. Representative Jerome Waldie and as a budget analyst for the Santa Cruz County Administrator. 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 of Santa Cruz from 1983 to 1984 and from 1987 to 1988. During his local government service, he served as a board member for local transit, transportation, water planning, and regional government agencies. Laird was the executive director of the Santa Cruz AIDS Project from 1991 to 1994 and an elected member of the Cabrillo College Board of Trustees from 1994 to 2002. In 2002, Laird was elected to represent the 27th Assembly District in the California Assembly, which includes portions of Santa Cruz, Monterey and Santa Clara Counties. He was re-elected in 2004 and again in 2006, when he received more than 70
percent of the vote. At the beginning of his second term, Laird joined the Assembly leadership team when Assembly Speaker Fabian Núñez named him chair of the Budget Committee, a position to which he was reappointed by Assembly Speaker Karen Bass in 2008. While serving the maximum three terms in the Assembly, Laird authored 82 bills that were signed into law. These bills established the landmark Sierra Nevada Conservancy, restored community college health services, expanded and clarified state civil rights protections, reformed the state mandates system, and significantly expanded water conservation. Laird was a member of the State Integrated Waste Management Board from 2008 to 2009. Most recently, he taught state environmental policy at University of California Santa Cruz.

Dean Lan, (Retired) - Deputy Director, California Department of Health Care Services, Senior Advisor, APSEA, Board of Directors, ORA Systems, Inc. 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)

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Michael Mendoza, ARC Member, Social and Criminal Justice Advocate
Convicted to a 15-to-life sentence at 15, Michael Mendoza is now a full-time student at San Francisco State University earning a bachelor’s degree in political science to eventually focus on policy. He is also a clinical case manager at the Center for Juvenile and Criminal Justice working with youth on probation as an advocate for change. His goal is to change the world’s view on how our kids are raised and groomed into our future generations.

Linda Ng, Chief, Financial Analysis and Risk Management, Department of Water Resources, Past-President Asian Pacific State Employees Association 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. She is presently the chief of financial analysis and risk management for the Department of Water Resources where she is responsible for public and private water systems to meet State drinking water standards. Linda was appointed by former Governor Schwarzenegger from 2005 - 2011 on 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 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.

John Nilon, Alumni Trustee - CSU Bakersfield; Chief Administrative Officer, Kern County (Retired) Before his appointment as chief administrative officer in June 2009, Nilon accumulated 24 years of county administrative experience as head of three county departments. He began his career with Kern County in 1985, where he held several administrative positions. From 1992 to 1998, he served as assistant director of Department of Human Services and served as executive director of Employers’ Training Resource from 1998 to 2003. Nilon was then appointed director of Child Support Services before being appointed director of the Department of Public Health in December 2007. Nilon led Kern County’s efforts to combat West Nile Virus and H1N1 Flu and helped to implement Healthy Families, a State and federally funded low-cost health care program for children. Under his directorship, child support collections increased 37 percent, and the County’s workforce training programs received national recognition during his tenure as director of the Employers’ Training Resource. Nilon earned a bachelor’s in political science and a master’s in business administration from California State University, Bakersfield, whose School of Business and Public Administration named him its Outstanding Alumni of 1990. Nilon’s community involvement earned him the Man of the Year Award from the Volunteer Association of Kern County in 1989, and he received a Regional Merit Award for Distinguished
Leadership in Public Service from the Kern Council of Governments in 2002.

Monica Nino, County Administrator, San Joaquin County
Ms. Nino was appointed county administrator of San Joaquin County in June 2013. Prior to this appointment, she was the chief executive officer for Stanislaus County. She began her career in local government in 1988 as an accountant with the Stanislaus County’s Auditor-Controller’s Office and spent over 25 years in the organization. As county administrator with San Joaquin County, under the direction of the Board of Supervisors, Ms. Nino oversees 26 County departments, an annual operating budget of $1.42 billion, and over 6,700 employees. Ms. Nino was appointed by Governor Jerry Brown to serve on the Sex Offender Management Board. She also serves on the San Joaquin General Hospital Foundation Board, the Council of Governments Management & Finance Committee, and iHub San Joaquin. Ms. Nino was born and raised in Stanislaus County. She earned her AA degree from Modesto Junior College, her bachelor’s in accounting from California State University, Fresno, and her master’s in public administration from California State University, Stanislaus.

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Karen Ross, Secretary California Department of Food and Agriculture (CDFA)
Karen Ross was appointed secretary of the California Department of Food and Agriculture (CDFA) on January 12, 2011. Prior to joining CDFA, Secretary Ross was chief of staff for U.S. Agriculture Secretary Tom Vilsack. Before this, she served more than thirteen years as president of the California Association of Winegrape Growers (CAWG), Sacramento, and concurrently served as the executive director of Winegrape Growers of America, a coalition of state winegrower organizations. She was also the executive director of the California Wine Grape Growers Foundation, which sponsors scholarships for the children of vineyard employees. Among Secretary Ross’ many achievements at CAWG was the creation of the nationally-recognized Sustainable Winegrowing Program, which assists wine grape growers in maintaining the long-term viability of agricultural land’s protection of the environment. From 2001 to 2009, Secretary Ross chaired the Ag Vision Subcommittee, which proposed a strategic plan for the future of the state’s agriculture and food system: http://www.cdfa.ca.gov/agvision/. Previous to this, she was vice president
of government affairs for the Agricultural Council of California, which represents farmer owned cooperatives, and she also was government relations director for the Nebraska Rural Electric Association. In 2005 she was recognized by the California Agriculture Leadership Foundation with a Profiles in Leadership Award. In 2007 she was honored by the University of California, Davis College of Agriculture & Environmental Sciences, with a Friend of the College Award of Distinction, and in 2008 the Lodi Woodbridge Winegrape Commission presented her with the 2008 Wine Industry Integrity Award.

Jean Shiomoto, Director, California Department of Motor Vehicles
Jean Shiomoto, of Sacramento, was appointed director of the California Department of Motor Vehicles in 2014, where she has been acting director since 2013 and has served in multiple positions since 1988, including chief deputy director, chief of operations, deputy director of the communication programs division, chief financial officer, advisor to the director and chief deputy director, controller, fiscal officer, cost accounting manager and systems development manager. She was an accounting administrator at the California Franchise Tax Board in 1988 and served in multiple positions at the California Department of General Services from 1980 to 1988, including fiscal systems manager, systems development analyst and auditor. Shiomoto was an auditor at the California Department of Developmental Services in 1980. She is a member of the American Association of Motor Vehicle Administrators Board of Directors and president of the Asian Community Center of Sacramento Valley Board of Directors.

Selvi Stanislaus, Executive Officer, California Franchise Tax Board
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.

**Maeley Tom, Member, California State Personnel Board**

Current State Personnel Board Member Maeley Tom is not only the first Asian to serve on this board, she is also the only minority woman to have served in leadership executive positions of both houses of the California State Legislature, Chief Administrative Officer of the Assembly, and Chief of Staff to the former Senate President Pro Tem David Roberti. During her legislative career she was the co-founder of the Asian Legislative Staff Caucus and founding president of the Joint APIA Legislative Caucus Institute, which developed the Capitol Academy. The Academy trains the best and brightest APIA local elected officials seeking opportunities in the State Legislature. Three out of the four API legislators elected in 2012 are graduates of the Academy. As a CalPERS board member, she co-founded the Assn. of Asian American Investment Managers. Among her accomplishments, in 1987 she organized the first historic national public forum which featured presidential candidates addressing APIA issues. She has served on the Executive Board of the Democratic National Committee and has advised four presidential campaigns on APIA national issues and outreach. She briefly came out of retirement to work on the APIA leadership team to help re-elect Gov. Jerry Brown. She also currently serves as Sacramento Mayor Kevin Johnson’s Asian community liaison.

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**Amy Tong, Director, California Department of Technology**

Governor Jerry Brown appointed Amy Tong as Director of the California Department of Technology (CDT) on June 30, 2016 after she had served as Acting Director since April 1, 2016. As the Director and State Chief Information Officer (CIO), Ms. Tong is responsible for advising the Governor on the strategic management and direction of the state’s Information Technology (IT) resources. She is also responsible for establishing and implementing state IT strategic plans, policies, standards
and enterprise architecture while minimizing overlap, redundancy and cost to the state by promoting efficient and effective use of IT. Ms. Tong coordinates the activities of Agency Information Officers (AIO) and department CIOs for the purpose of integrating statewide technology initiatives and ensuring compliance with IT policies and standards in the areas of Digital Services, Information Security, Project Delivery, Innovation and IT Workforce development. She promotes alignment and effective management of IT resources by working to improve organizational maturity and capacity in the effective management of IT. In order to achieve success in these areas, Ms. Tong has emphasized the importance of strategic clarity within the department. She has aimed to instill a sense of common purpose throughout the organization through structural realignment and improved internal communication with the end goal being a department that is pointed in the same direction and continuously working toward one common goal. Ms. Tong has over 22 years of business, technology, and management experience in the public sector. Prior to being appointed director of CDT, she served as the Chief Deputy Director and Agency Chief Information Officer in the Office of Systems Integration at the California Health and Human Services Agency, Deputy Director and Chief Information Officer at California Lottery, Chief Technology Officer at Board of Equalization; Chief of the Data Center at California Public Employees’ Retirement System; and was the acting CIO at the Water Resources Control Board. Ms. Tong has a Bachelor of Science degree in Management Information System (MIS) and a Master of Business Administration (MBA) from California State University, Sacramento. Ms. Tong has also spent the past 17 years serving her community as a volunteer. She is national senior advisor and immediate past national vice-chair of the Asian Pacific Islander Public Affairs Association, a non-profit organization, dedicated to empowering community members in civic engagement, youth leadership development, and community collaboration. Ms. Tong is continuing her community involvement by serving as the Planning Commissioner for the City of Elk Grove.

**Jeffrey Uyeda, Executive Partner Financial Information System for California (Retired) President, Uyeda & Associates**

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.

Kathleen Webb, Assistant Secretary for Innovation and Accountability

Prior to joining the Government Operations Agency in January 2015, Ms. Webb’s public service experience includes 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.

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Alicia Wong, Enterprise Planning and Portfolio Management Branch Chief, California Department of Technology (CDT), Office of Digital Innovation; President, APSEA

Alicia Wong serves as the Enterprise Planning and Portfolio Management Branch Chief at the California Department of Technology (CDT), Office of Digital Innovation. She ensures that departmental projects are initiated and planned through stakeholder engagement, benefit mapping, risk assessment and policy adherence for successful implementation of IT
solutions. Alicia has served on various reform initiatives to innovate and improve government, including California Department of Technology’s State Technology Approval Reform Project and Government Operations Agency’s Civil Service Improvement Efforts. Alicia is also the president for the Asian Pacific State Employees Association (APSEA), an organization whose mission is to ensure equal opportunities and to advance the careers of its members. She established APSEA’s first career development program, in which monthly upward mobility workshops, hosted by government executives and managers, focus on information and advice on how to successfully strategize professional goals and aspirations.

Joe Xavier, Director, California Department of Rehabilitation
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 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.

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