

# The O.N.E.

*Opening minds.*

**N**etworking agencies.

*Expanding connections.*



Wrapper—An integration of Innovation—June 10, 2021



# TABLE OF CONTENTS

- 1 Building a Human-Centered Innovation Testbed for the State of California
- 1 Preparing the Launching Pad—a Foundation for Innovation
- 2 Charting the Journey—Moonshot Solutions & Prototypes
- 4 Integrating the Innovations—Catalyst for Resilience
- 5 People—Designing Human-Centered Systems
- 6 Process—Aligning & Streamlining Business Practices
- 8 Technology—Tools to Empower Employees & Improve Services
- 9 Countdown to Touchdown—Reaching the Moon
- 10 Championing a Transformative Movement for Good Government
- 12 Attachment A
- 16 Attachment B
- 18 Attachment C

## Building a Human-Centered Innovation Testbed for the State of California

The O.N.E. Integrators Team—Opening Minds, Networking Agencies, Expanding Connections—prepared this integration of the key findings, recommendations, prototypes, and next steps from the Cohort 2021 Moonshot Projects of the California Innovation Playbook for Government Change Agents (Cal-IPGCA). Affectionately known as “The Wrapper,” the integration is organized by people, process and technology, and intended to inspire and motivate action to implement Cohort 2021 prototypes, to shape the focus and Innovation Priorities (IPs) for Cohort 2022, and to garner recognition for the Cal-IPGCA Program and Association as a Human-Centered Innovation Testbed for the State of California.

## Preparing the Launching Pad—a Foundation for Innovation

The Cal-IPGCA program, which was originally designed as leadership training conducted by and for State leaders, has become a human-centered innovation testbed for the State of California in its 10th year of innovation dynamics. Against the backdrop of the COVID pandemic that led to severe economic downturn as well as unemployment, homelessness, social upheaval in response to inequity and racism, and widespread remote schooling and telework, this year’s Cohort 2021 trainees working virtually reimaged eight pressing enterprise-wide IPs defined by State leadership in four Moonshot Projects aimed at exponential and transformative change.

The findings and recommendations of each Moonshot Project are described in the teams’ [Innovation Deployment Plans](#). The plans describe the urgency and opportunity of recalcitrant problems along with moonshot solutions. Each plan outlines the scope, approach and execution needed to deploy the team’s Moonshot deliverables and prototypes.

The four project teams utilized a whole-systems approach designed to unleash human potential in California’s workforce, improve service delivery, and promote innovative solutions as envisioned by Governor Newsom’s Innovation Sprint Executive Order [N-04-19](#). A common aim of the teams’ plans is to make State government an Employer of Choice for current and future employees and a Go-To Service Provider. To this end, the State must develop strategies to attract and retain skilled employees in a nationally competitive job market; and it must provide consistent training and development opportunities—as a single employer across its many agencies—to adapt to new service delivery models in a rapidly changing digital world. As Change Agents, State employees can help unleash California’s immense human capital.



# Charting the Journey Moonshot Solutions & Prototypes

The Cohort 2021 teams' Moonshot solutions and project prototypes are summarized below. A snapshot of the four Moonshot Projects is presented in Attachment A and further details can be found in the Innovation Deployment Plans.

## Team SACNet Pilots—Uniting & Igniting California's Human Capital

**MOONSHOT:** Unite and ignite California's human capital as an agile workforce to meet the needs of government and society in real-time.

**PROTOTYPES:** State Agency Collaboration Network (SACNet), Innovation Corps for public-private alpha-beta testing, SACNet Memorandum of Understanding (MOU), and SACNet collaborative talent tool (Skills Bank)

## Team M & M—Building a Middle Managers Consortium for Innovation & Change

**MOONSHOT:** Build a Middle Managers Consortium framework to engage middle managers, with executive leadership participation, to define problems and design solutions. Because many solutions to empower middle managers rely on changes and buy-in from executive leadership, they will be included in the Consortium. Top down and bottom-up approaches are needed to achieve these goals and create change.

**PROTOTYPES:** Middle Managers Consortium, Statewide best practices, and Skills Bank

## Team TeleTeam—Make Telework Work

**MOONSHOT:** Build the government workplace of the future with Tele-Portal, a web-based platform designed to promote informed, consistent, and inclusive telework decisions by all levels of State agency leadership and by rank-and-file workers. Tele-Portal will link employees to resources and consistent telework best practices, promote work-life balance, and improve level of government services.

**PROTOTYPES:** Tele-Portal (8 pillars), Tele-Portal guiding principles, and Skills Bank

## Team Unifiers—Eliminating Youth Homelessness & Moving Beyond Racism

**MOONSHOT:** Implement a collaborative system to prevent and resolve homelessness and racial inequities—giving power to those who are seeking shelter, safety, and employment. Shift homelessness at its origin—the children—where all change is possible, and all futures are open roads to be explored. Cause a cultural paradigm shift in attitudes, behaviors, and actions by realizing racial equity where race can no longer be used to predict life outcomes, and outcomes for all groups are improved.

**PROTOTYPES:** RiseUp Ambassador Corps and mentoring program for youth who are unhoused, State agency Racial Equity Action Plans and tools, State diversity, equity and inclusion training with healing component, accountability measures, and Skills Bank

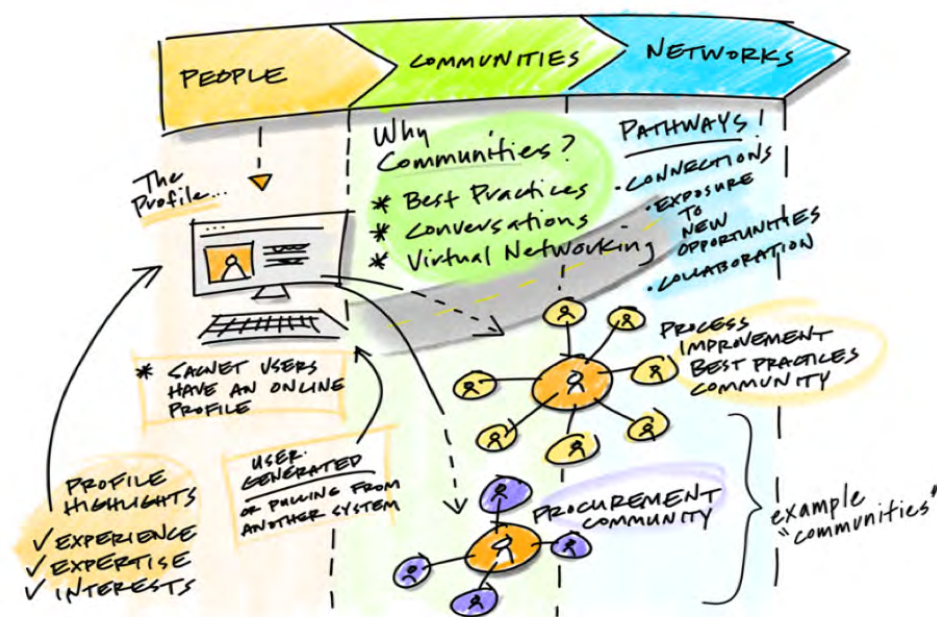


# Integrating the Innovations—Catalyst for Resilience

Following in the footsteps of Cohort 2019's Innovation Force, Cohort 2021 convened the [O.N.E. Integrators Team](#) comprised of representatives from the four Moonshot Teams [Note: Cohort 2020 was not convened because of the COVID-19 pandemic and Cohort 2021 was virtual]. Guided by a [Declaration of Interdependence](#), the Integrators were a catalyst for developing teamwork and building trust among trainees. They served as liaisons and provided cross-collaboration and integration among the Moonshot teams and their IPs, identified interdependencies and synergies, reduced redundancy of effort, and enhanced the performance and outcomes of every team.

Cohort 2021 teams unanimously recommend that the State of California build an authentic, inclusive, and diverse Network to enable its 230,000-strong workforce to collaborate across their 237 agencies, departments, boards and commissions, and to work more agilely with the private sector. The State needs a *State Agency Collaboration Network (SACNet)*—powered by people, process, and technology—to empower and enable its employees and organizations to rapidly share knowledge, skills, abilities, and resources; and to foster the agile interagency collaboration essential to deliver a California for All.

The Wrapper is organized by People (designing human-centered systems), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services) because Cohort 2021 recognizes that the integration of people, process, and technology is key to a resilient California government. This diagram illustrates how people, process and technology can be integrated to span silos, breakdown barriers, and enable and utilize exchange of information and resources. Embedding the trifecta of people, process, and technology in government operations enables government to remain fluid, agile, and resilient in responding to real-time changes in daily business activities, constant societal change, and natural hazards such as fires, floods, and earthquakes. Ultimately, the public benefit of this dynamic and systemic approach is to create One People, One System, One State, and One World.



Brian Wallace, Kiefer Consulting, Inc., 2021

# People—Designing Human-Centered Systems

## Cal-IPGCA Cohort 2021 Contributors

In addition to the 27 trainees in the four teams, many others made significant contributions to the Cal-IPGCA Cohort 2021 Program and Moonshot Projects. Cohort contributors included over 1,255 Cal-IPGCA Association members, over two dozen Leadership Forum panelists and over 1800 forum participants, 445 Skills Bank beta testers, 165 Champion Summit participants, 175 Hackathon participants, 10 facilitators, and 12 ORA Systems staff and consultants led by Program Chair, Rebekah Christensen. The O.N.E. Integrators appreciate the opportunity to co-create with them and acknowledge their contributions. It takes a village. More information about Cohort 2021 contributors is in Attachment B.

## State Agency Collaboration Network (SACNet)

Building SACNet will empower and enable employees to share their knowledge, skills, and abilities (KSAs), best practices, and resources to foster agile and effective interagency collaboration. Holistically, the State of California is one employer and an investment in its strengths will ensure success for the State as a whole. This is where SACNet can be leveraged to create better support structures for agencies and departments with limited resources to develop, implement and monitor resources, increase employee engagement, and build capacity and resilience to effectively respond to future challenges. A workforce is more motivated and agile when it is highly engaged and empowered and has greater access to opportunity and resources.

## SACNet Communities

As a network, SACNet participants can convene communities of interest and/or place across State agencies/departments as they collaborate on projects and delivering services. The Cohort 2021 teams recommend the creation of several prototype communities to help implement their Moonshot solutions:

- o Middle Managers Consortium
- o Tele-Portal Users Group
- o RiseUp Ambassador Corps for unhoused and at-risk children and youth
- o Innovation Corps for public-private alpha-beta testing

## Training to Build Capacity, Increase Opportunities, & Improve Customer Service

All project teams recommended additional training to build capacity and increase opportunities for all SACNet participants. The teams see this as essential for embracing diversity, equity, and inclusion as corner stones for engagement, growth, development, effectiveness, agility, empowerment, and well-being of State employees. The Cohort 2021 project teams recommended several prototype training programs to help implement their Moonshot solutions:

- o Cal-HR core and leadership competency training
- o Diversity, Equity, and Inclusion training with a healing component and wellness focus covering all facets of State operations
- o Middle manager leadership and best practices training and a mentorship program
- o Tele-Portal toolbox and best practices training
- o Data publication and analytics training
- o Customer service training



# Process–Aligning & Streamlining Business Practices

## SACNet Guiding Principles

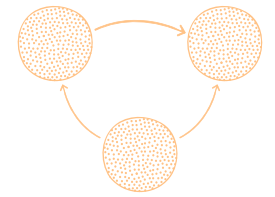
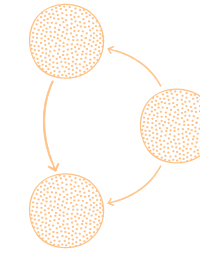
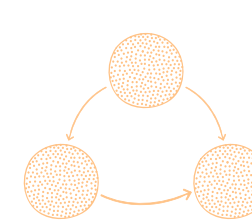
A SACNet that fosters agile interagency collaboration is most effective when its participating members, communities, and agencies/departments (nodes of the network) adopt common principles and practices to guide how State employees communicate, interact, exchange information, and collaborate (links of the network) as well as partner with those external to State government (e.g., federal, tribal and local governments, non-governmental organizations, and the private sector). See Attachment C for suggested SACNet guiding principles.

## SACNet Memorandum of Understanding (MOU)

One of the most important Processes needed for a successful SACNet is a Memorandum of Understanding (MOU) for adoption across State agencies. A model MOU is presented in Appendix B of the [SACNet Pilots Innovation Deployment Plan](#). The SACNet MOU will provide the network's rules of engagement and governance. It will require a culture shift to consider employees as State resources rather than single agency/department resources. SACNet will enable staff to be deployed or reassigned to critical State needs, such as emergency response and/or backfilling emergency respondents. Systemic change is needed from department-specific to more generalized duty statements to strengthen collaboration and cooperation across State agencies, and to agilely adapt government operations and service delivery to the immediate needs of Californians and meeting strategic State goals.

## Request for Innovation Ideas–Agile Procurement for Public-Private Co-Creation

Another process innovation is the improvement of the State's procurement process. A more agile government requires a more agile procurement process, such as the Request for Innovation Ideas (RFI2) defined in [Executive Order N-04-19](#). This will spur innovation, promote collaboration, and entice partnership in solving the State's most complex business and technology challenges. The RFI2 enables innovators and entrepreneurs to provide California with leading-edge solutions, align procurement methods with the pace of change, create a culture of innovation and collaboration from the outset of a project among the State and its partners (vendor, academic, scientific, and entrepreneurial communities), and achieve worthy outcomes for the people of California.



## Middle Managers Consortium Charter & Articles of Collaboration

As a SACNet community, the Middle Manager Consortium would be governed with a Charter and Article of Collaboration. The Charter will describe the essence of the Consortium and document the goals and objectives, governance, membership responsibilities, core activities, and implementation strategy. The Article of Collaboration will contain the mutual covenants and promises that each member agrees to abide by when advancing the goals and objectives of the Consortium.

## Tele-Portal Best Practices

The Tele-Portal will include a repository of best practices across State government for use by SACNet participants. These practices will come from TED talks, public, private and academic sectors, written procedures, and ideas for a healthy workforce culture. Developing the Tele-Portal's eight pillars will be informed by guiding principles, such as not reinventing the wheel by leveraging available information from State, federal, private, and non-profit sectors; supporting a realistic balance between State workforce needs and services provided; and recognizing that Telework is not a one-size-fits-all process.

## Inclusive Recruitment and Hiring Best Practices

A fair selection process is needed to hire employees for their KSAs and without regard to their race, color, sex, age, national origin, disability, or connections. Best practices to ensure equitable recruitment, selection, and hiring of State employees are presented in the [Unifiers Innovation Deployment Plan](#).

## Resource Guide of Supportive Services for Unhoused Youth

A statewide resource guide needs to be developed for youth who are unhoused that describes support services and best practices. This should include information about housing, funding, employment, healthcare, and education as well as other community support services.

# Technology–Tools to Empower Employees & Improve Services

## SACNet Skills Bank

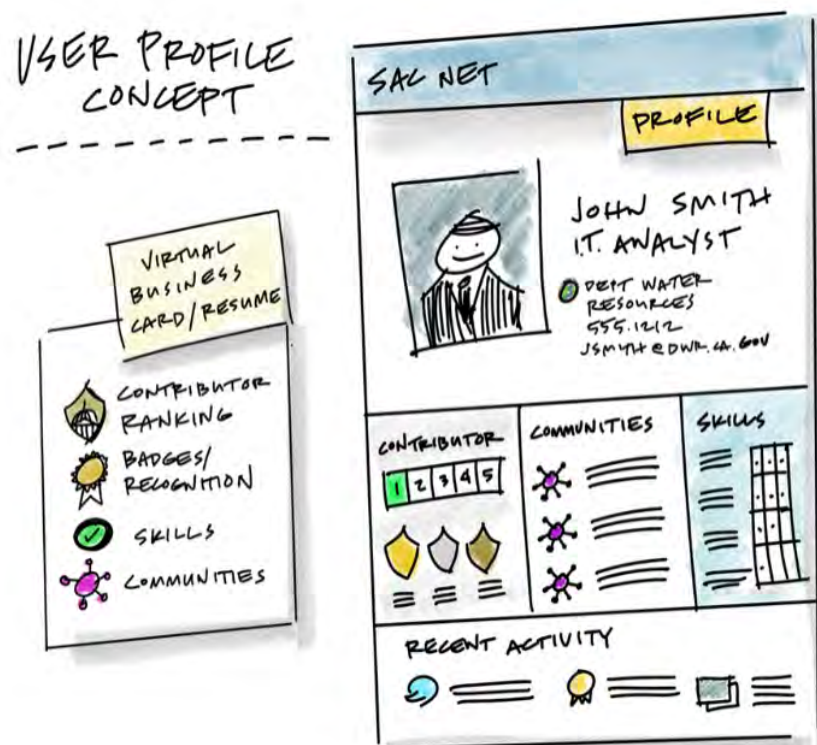
Every Moonshot Project team included the Skills Bank technology platform as one of their Moonshot prototypes in their Innovation Deployment Plans. The teams find that the Skills Bank is essential for implementing all Moonshot solutions, and recommend that the State develop and maintain a robust Skills Bank as a virtual and portable resume for all State employees and a body of knowledge in support of SACNet.

The Skills Bank is technology that enables collaboration as a knowledge, skills, training, and career exchange for California’s current and future workforce. It is designed to be a platform for real-time sharing and matching of staff and organizations’ KSAs and passions to the needs within and across State agencies. These needs (use cases) include finding experts, building teams, and transferring knowledge across State agencies.

Each participating agency/department’s unique needs can be addressed in the early planning, design, and development of the Skills Bank. To be an effective platform, it will need these basic attributes: (1) a multi-tenant platform that is scalable and collaborative, (2) a searchable tool that links employees with projects, jobs and/or careers, (3) a tool that identifies necessary and recommended training; and (4) a tool that enables potential applicants to link their skills to vacant State jobs.

During Cohort 2021, a Skills Bank Proof of Concept application was tested by 445 beta-testers who created profiles, completed Cal-HR’s core and leadership competency assessments, and provided feedback on the functionality of the Proof of Concept.

The lessons learned from the beta testing process will help inform next steps for developing a more fully functional version of the Skills Bank. Based on feedback from beta testers and hackers, numerous recommended Skills Bank features and functionality improvements as well as the many benefits of Skills Bank and implementation considerations are further described in the [SACNet Pilots Innovation Deployment Plan](#).



Brian Wallace, Kiefer Consulting, Inc., 2021

## Tele-Portal Web-Based Tool

TeleTeam recommends development of Tele-Portal, a web-based technology tool comprising eight “pillars” designed to promote informed, consistent, and inclusive telework decisions by all levels of State leadership and rank-and-file workers. Features of each pillar and the guiding principles for development are outlined below and further described in [TeleTeam’s Innovation Deployment Plan](#):

1. Data & Statistics
2. Telework Toolbox
3. Best Practices
4. J.Q. Telework Tour Guide
5. Bulletin Board
6. Survey Results / Research Resources
7. Human Resources
8. Diversity, Equity, and Inclusion

## Countdown to Touchdown–Reaching the Moon

9. Schedule briefings to report Moonshot projects next steps to the Cal-IPGCA and State Government leaders, sponsors, and advisory board. Explore sponsorship and/or available resources/support for implementing the Moonshot prototypes.
8. Share the SACNet draft MOU with Cal-IPGCA Association members and their agencies/departments, make improvements to the MOU as needed, and invite agencies/departments (and their employees) to sign on to the MOU and join SACNet.
7. Prepare a work plan for developing a Skills Bank Version 1.0 using lessons learned from the Skills Bank Proof of Concept beta testing. Identify State business owner(s) for the Skills Bank, such as Government Operations Agency and/or Cal-HR. Recruit State agencies, SACNet communities, Association members, Cohort 2022 trainees, and as appropriate non-State participants, to beta test Version 1.0.
6. Track and evaluate the effectiveness of SACNet, its MOU, and Skills Bank—people, process, and technology—and define/refine the role of Cal-IPGCA Association in SACNet.
5. Review and adopt a Charter and Article of Collaboration to convene the Middle Managers Consortium as a SACNet community that meets the needs of State middle managers. Identify a State sponsor(s) for the Consortium such as Cal-HR, and select a steering committee to guide Consortium operation and to identify initiatives, core projects, and training that build middle management capacity.
4. Prepare a work plan to design, and incrementally build and test the Tele-Portal platform and website, with its proposed eight pillars. Identify a State owner(s) for the Tele-Portal, such as Government Operations Agency, Cal-HR, and/or Department of General Services. Plan and conduct a post-implementation public relations campaign to garner use of, and testimonials for, the Tele-Portal.
3. Convene the RiseUp Ambassador Corps Task Force to create a project plan to develop, implement, and evaluate the Corps’ mentoring program and to develop the Corps’ charter and guiding principles as a SACNet community.
2. Add a healing and wellness component to State DEI training programs, operationalize the State’s Racial Equity Resolution and Plan, and recruit greater participation by State agencies in the Capitol Collaborative on Race and Equity (CCORE).
1. Frame the Cohort 2022 IPs with Cohort 2021 prototypes, lessons learned, and implementation next steps.

# Guidance for Implementing Prototypes

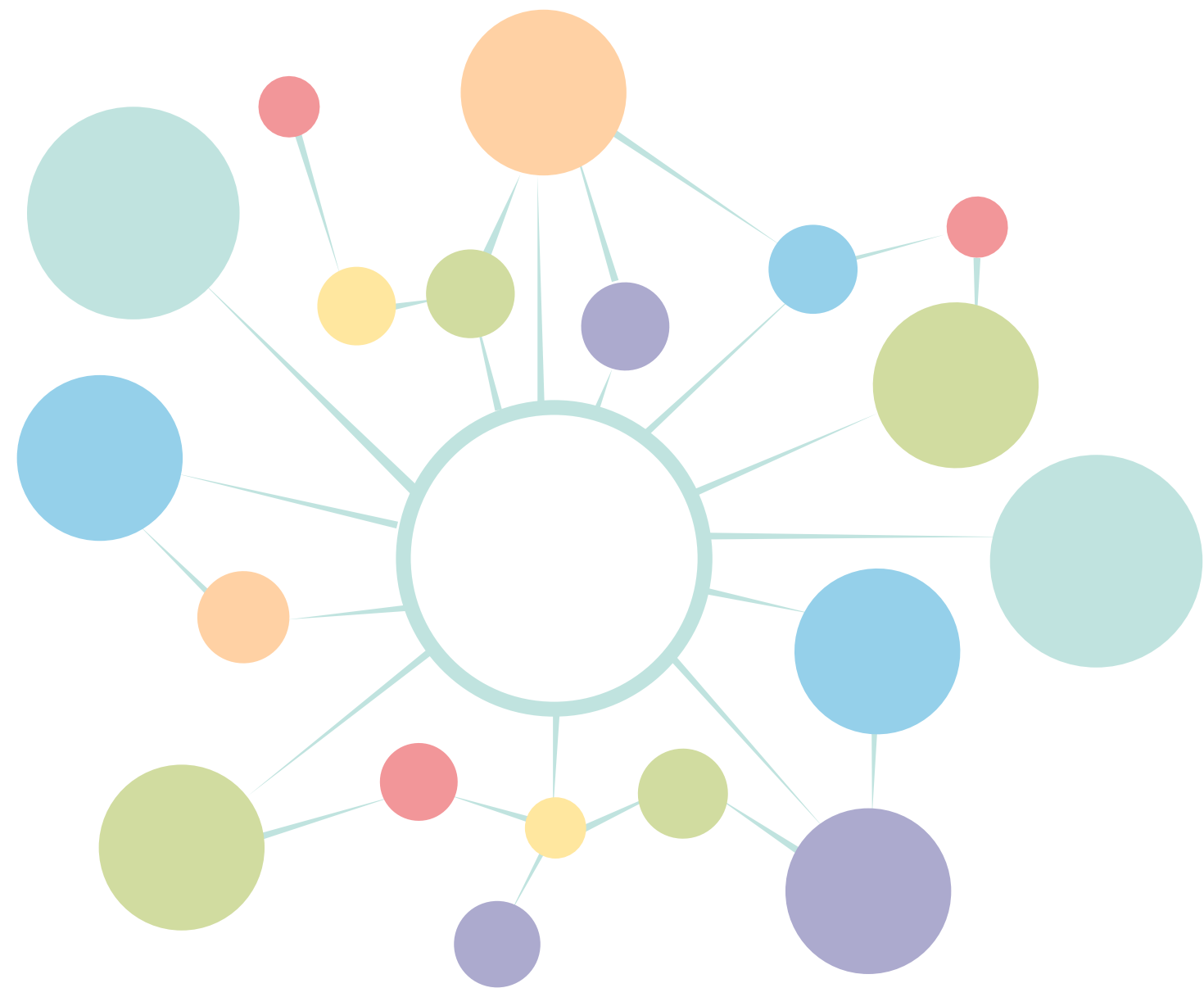
- Involve other agencies with overlapping authorities at the beginning and throughout the planning process. Include representatives from State, federal, tribal, and local governments.
- Start the process by providing clear and concise preliminary goals and objectives for implementing a prototype project.
- Identify areas of agreement and non-alignment and move forward with a collectively developed plan to ensure greater alignment whenever feasible.
- Adopt collaborative adaptive management for all-party involvement with actions that involve considerable risk and uncertainty.
- Engage staff and provide resources to help align plans, programs, policies, and regulations with the prototype projects being implemented.
- Coordinate research and data collection activities among programs across State agencies.

## Championing a Transformative Movement for Good Government

The rapid evolution of environmental, health and safety challenges resulting from numerous hazards faced by the state and exacerbated by the COVID-19 pandemic created both expectations and opportunities for State agencies. State operations and initiatives need to improve the quality and efficiency of service delivery to California residents by fueling the engagement of State employees. Transforming California’s State government is a massive project requiring leadership, innovation, and persistent collaboration at all levels.

A three-pronged approach to this transformation can usher in dramatic improvements in government service delivery, workforce development, as well as employee satisfaction, engagement, and equity, namely: (1) Developing a network of public and private sector employees (People), (2) Connecting them with common collaboration principles and protocols (Process), and (3) Integrating critical projects/opportunities and employee KSAs with the Skills Bank (Technology). This ambitious and attainable approach can foster unprecedented collaboration among State agencies and with public and private sector partners needed to meet tomorrow’s challenges, transform State government operations, and distinguish the State of California as an employer of choice and go-to service provider.

The Cal-IPGCA Program and Association are ready to continue championing this transformative movement as a human-centered innovation testbed for the State of California.





# Attachment A

## Cohort 2021 Moonshot Projects and Innovation Priorities at a Glance

This is a snapshot of the four Moonshot Projects and their related IPs and the details are presented in their [Moonshot Innovation Deployment Plans](#).

### Team SACNet Pilots–Uniting & Igniting California’s Capital

#### INNOVATION PRIORITIES:

- Build a state agency collaboration network (SACNet)
- Develop a Memorandum of Understanding to define the guiding principles for inter-agency collaboration
- Develop a Skills Bank to fortify employee engagement and match employee skills to critical, real-time projects
- Enhance collaboration and partnerships with private sector individuals and institutions

**PROBLEM STATEMENT:** California State government is not effectively utilizing its human and technological resources to address rapidly changing environmental and societal needs. The ongoing silo structure and mentality fosters duplication of work, inhibits employee growth, and impedes development of new solutions. This results in slow response times to critical needs and an under-engaged workforce.

**MOONSHOT:** Unite and ignite California’s human capital as an agile workforce to meet the needs of government and society in real-time.

**PROTOTYPES:** State Agency Collaboration Network (SACNet), Innovation Corps for public-private alpha-beta testing, SACNet Memorandum of Understanding (MOU), and SACNet collaborative talent tool (Skills Bank)

### Team M & M–Building a Middle Managers Consortium for Innovation and Change

**INNOVATION PRIORITY:** Establish a Consortium that will enable middle management to co-creatively develop their skill sets, toolsets, and mindsets around government innovation post COVID-19.

**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, thus moving innovation lower on their growing list of priorities. Middle managers are not afforded an agile environment to build teams and develop skills to foster innovation. This results in a reduction in employee engagement, retention, and morale, which vastly comprises public service.

**MOONSHOT:** Build a Middle Managers Consortium framework to engage middle managers, with executive leadership participation, to define problems and design solutions. Because many solutions to empower middle managers rely on changes and buy-in from executive leadership, they will be included in the Consortium. Top down and bottom-up approaches are needed to achieve these goals and create change.

**PROTOTYPES:** Middle Managers Consortium, Statewide best practices, and Skills Bank



# Attachment A

## Cohort 2021 Moonshot Projects and Innovation Priorities at a Glance

This is a snapshot of the four Moonshot Projects and their related IPs and the details are presented in their [Moonshot Innovation Deployment Plans](#).

### Team TeleTeam—Make Telework Work

**INNOVATION PRIORITY:** Equip decision-makers at all levels of State government with actionable best practices and helpful tools to cultivate an agile and adaptable remote workforce

**PROBLEM STATEMENT:** The COVID-19 pandemic that detonated worldwide in early 2020 forced the California state government to hastily adopt remote work operations (telework). Almost literally overnight the pandemic forced government leaders to quickly overhaul long-standing work policies and procedures from primarily on-site operations to remote work processes. This unplanned transformation resulted in a patchwork quilt of inconsistent and often confusing telework approaches across State government operations that stirred conflicts within the State's workforce and interfered with effective delivery of State services.

**MOONSHOT:** Build the government workplace of the future with Tele-Portal, a web-based platform designed to promote informed, consistent, and inclusive telework decisions by all levels of State agency leadership and by rank-and-file workers. Tele-Portal will link employees to resources and consistent telework best practices, promote work-life balance, and improve level of government services.

**PROTOTYPES:** Tele-Portal (8 pillars), Tele-Portal guiding principles, and Skills Bank

### Team Unifiers—Eliminating Youth Homelessness & Moving Beyond Racism

#### INNOVATION PRIORITIES:

- Develop the RiseUp Ambassador Corps for unhoused and at-risk children and youth. The RiseUp Ambassador Corps will develop an integrated, holistic, whole systems approach to provide mentors and networks that span communities and create ports of entry for the administration of wrap-around social services. RiseUp Ambassadors will encourage unhoused children to step past "what is" in their world and to see "what can be."
- 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!

**PROBLEM STATEMENT:** The legacy of racist practices contributes to the current status of housing insecurity for youth and adults. California has continued struggling to ensure proper housing, healing, and humane treatment for many of its residents. Before the COVID-19 pandemic, the count of unhoused individuals in California totaled over 150,000 and has increased dramatically since the pandemic. To overcome racial inequity, we must understand today's hierarchical structures that continue to perpetrate a class system that has endured for thousands of years. 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 (Smithsonian National Museum for Natural History, 2019).

**MOONSHOT:** Implement a collaborative system to prevent and resolve homelessness and racial inequities—giving power to those who are seeking shelter, safety, and employment. Shift homelessness at its origin—the children—where all change is possible, and all futures are open roads to be explored. Cause a cultural paradigm shift in attitudes, behaviors, and actions by realizing racial equity where race can no longer be used to predict life outcomes, and outcomes for all groups are improved.

**PROTOTYPES:** RiseUp Ambassador Corps and mentoring program for youth who are unhoused, State agency Racial Equity Action Plans and tools, State diversity, equity and inclusion training with healing component, accountability measures, and Skills Bank

# Attachment B

## Cal-IPGCA Cohort 2021 Contributors

In addition to the 27 trainees in the four teams, many others made significant contributions to the Cal-IPGCA Cohort 2021 Program and Moonshot Projects. The O.N.E. Integrators appreciate the opportunity to co-create with them and acknowledge their contributions. It takes a village.

### Cal-IPGCA Association Members

Originally formed as a Cohort 2017 Moonshot outcome, the Association now has over 1,255 State employee members representing 56 State of California agencies, departments, boards, and commissions. During Cohort 2021, Association members served as a nucleus of SACNet and participated in the Leadership Forums, Champion Summit, Hackathon, and Skills Bank beta testing. The Association strives to promote communication, knowledge sharing, pursuit of common innovation goals, and the capacity to deploy its members' skills and capabilities. As volunteer advocates, the Association can respond to our state's most critical enterprise needs.

### Leadership Forum Panelists

Over two dozen State leaders and subject matter experts shared their perspectives with Cohort 2021 trainees and over 1,800 forum participants concerning the State's challenges and the opportunities geared toward the eight IPs. Moonshot teams also interviewed some of these panelists to gain additional insights on their IPs.

### Skills Bank Testers

Cohort trainees, 445 employees from the Department of Motor Vehicles and Department of Water Resources, and a few hundred Association members tested a Skills Bank Proof of Concept application by creating profiles, and taking the Cal-HR core and leadership competencies assessments, as well as the USC 360 Assessment. Their participation helped trainees identify subject matter experts for the Champion Summit and Hackathon, and provided valuable feedback on future Skills Bank development from the Proof of Concept.

### Champions

165 subject matter experts participated in a half-day Champion Summit to provide strategic direction to the Cal-IPGCA Moonshot teams by sharing their perspectives on the existing and desired future state of the various IPs. Using a Rapid Innovation process, Champions responded to patterned questions for each of four Moonshot Projects, including the desired data analytics to enhance Moonshot outcomes, performance, and return on investment (ROI).

### Hackers

175 government technologists and private sector technology firms participated in a 1-day Hackathon to co-create with project team members on their Moonshot prototypes. Having heard each Moonshot team's Elevator Pitch—the essence of the Moonshot—hackers joined breakout work sessions to provide their input, and after the event, some continued working with the project teams to further refine prototypes.

### Facilitators, Program Staff and Consultants

The project teams included 10 facilitators to support team members and as liaisons across the Cal-IPGCA Program. The facilitators, led by Michelle Schmitt, were supported by 12 Cal-IPGCA Program staff and consultants under the leadership of Program Chair, Rebekah Christensen of ORA Systems.

# Attachment C

## SACNet Guiding Principles

A SACNet that fosters agile interagency collaboration is most effective when its participating members, communities, and agencies/departments (nodes of the network) adopt common principles and practices to guide how they communicate, interact, exchange information, and collaborate (links of the network); as well as partner with those external to State government (e.g., federal, tribal and local governments, non-governmental organizations, and the private sector).

1. Respect and value the roles and responsibilities of each agency.
2. Use inclusive, transparent, and collaborative processes to develop trust and improve relationships.
3. Strive for shared ownership of State policies and practices aligned with common or consistent goals and services.
4. Involve each other early and often during program and project planning and implementation.
5. Enlist and empower agile interagency teams to define problems, find solutions, and resolve challenges.
6. Seek small, early successes that can lead to broader solutions for larger issues confronted by the State government as a whole.
7. Use science and technology as important foundations for planning, policy, and implementation and consider new approaches to resolve long-standing challenges.
8. Provide a learning environment conducive to developing/sharing best practices on technology, management, and leadership skills.
9. Use an outcome-based approach at a regional scale for setting State policies, programs, regulations, and investments.

