Digital Services & Innovation Strategy

November 19, 2020
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MESSAGE FROM THE CIO

The San Joaquin County Information Systems Division (ISD), in partnership with the County Administrator’s Office, County Department Heads, Elected Officials and in concert with our Regional Community partners are pleased to present the County’s Digital Services and Innovation Strategy for Fiscal Years (FY) 2020–2023. This strategy sets a new, innovative, and transformative direction to improve and optimize our delivery of state-of-the-art technology and security solutions in support of San Joaquin County’s mission.

During the past year, we have both achieved considerable success and faced significant unexpected challenges. The onset of a pandemic and the emergence of additional significant County priorities means that it is more important than ever to increase the efficacy of our technology investments and to deliver tangible, measurable business outcomes. The focus in 2020-2023 will be to transform the digital delivery of cost-effective services that both provide the end-user with a high-level, satisfactory experience and enhance business outcomes.

This will only be possible if, first of all, we increase the level of partnership and collaboration between the Information Technology (IT) professionals and our business partners both within the County and regionally; secondly, we intentionally focus on better understanding and enhancing the constituents’ overall experience with County services; and finally, we strengthen our partnerships with the cities, municipalities, and educational institutions throughout San Joaquin County.

For our part, ISD is committed to bringing forward innovative systems and open-source technology designed to exceed the expectations of our internal business partners and regional communities of interest. Ultimately, we know that how well we innovate, transform, and deliver will determine the extent of IT’s contribution to the overall delivery of County services to our constituents.

This is a challenging, yet exciting time in which we are positioned to make significant improvements through new and innovative uses of technology. We stand ready as an integral partner in delivering the highest level of digital services to all constituents within San Joaquin County.

Chris Cruz
Chief Information Officer
San Joaquin County
EXECUTIVE SUMMARY

The San Joaquin County (SJC) Digital Services and Innovation Strategy (DSIS) establishes a framework of priorities set forth by our Elected Officials, County Administration, Department Heads, Regional Community Partners, and the Information Systems Division. The development of this County-wide plan is the result of a collaborative effort across a diverse group of stakeholders both within and outside County government. With a focus on the business of County government and those we serve, this plan seeks to incorporate and support the priorities established by the Board of Supervisors in their Three-Year Board Strategic Priorities (2019-2022), the County Administrator’s vision and direction to provide fiscally responsible, outstanding services for all who are served by the County, as well as the innovation and transformation opportunities proposed by our department heads.

Transforming San Joaquin County through the power of digital technologies will be a journey. Digital transformation is about more than just the implementation of new technologies. Transformation requires seeing old problems and processes with new eyes. Adopting a digital mindset will change how we think about our stakeholders, the way services are to be delivered, and the way we work together. We must continue to equip our people with the digital know-how, develop technology-savvy leaders, and empower our workforce to bring forth innovative, cost-effective solutions.

This plan’s three aspirational goals provide the strategic framework for achieving the desired outcomes of our diverse stakeholders. A framework that will inform our decision making, shape our priorities, and guide us for the next three years. These three goal areas do not stand alone in isolation from one another. They are interconnected components of the whole, and they support and reinforce the desired end state.

**Goal 1** Focuses on Building a Future-Focused Technology Organization. By developing our workforce, promoting a culture of innovation and collaboration, and establishing effective governance and decision-making processes, we will be positioned to modernize our technology environment and see the digital user experience transformed. We recognize that innovation will come through our people’s collaborative efforts as they work on a distinct set of priorities established by the County.

**Goal 2** Focuses on Modernizing and Leveraging Our Technology Environment. Providing a secure, modernized technology environment is the foundation from which digital transformation will arise. These enterprise technologies will enable greater interoperability, data sharing, and innovation. Ensuring a secure environment will enhance resident trust in County-provided digital services, a critical prerequisite for advancing online services, and, ultimately, the digital user experience. Deploying secure, enterprise-wide tools will support the workforce and the rapidly increasing demand for virtual work environments. This modernized technology environment and virtual work capabilities will support the County’s ability to attract and retain the talent required for our future success.

The aim of our transformation efforts is to improve the resident experience, increase the efficiency and effectiveness of service delivery, promote transparency, enable greater access to accurate data and information, drive innovation, and to better align our processes with the digital world of the future.
EXECUTIVE SUMMARY (Continued)

**Goal 3** Focuses on **Transforming the Digital User Experience**. By putting human-centered design into the heart of everything we do, we can improve access to an array of secure digital services, thereby increasing the engagement and satisfaction of the customers we serve. With the increase of additional self-help solutions and improved processes, County staff can focus on more complex tasks or future innovations, which contribute to greater customer and employee satisfaction. Employee satisfaction and the opportunity to work on exciting and innovative solutions will contribute to the retention and recruitment of future talent, and our future-focused technology organization’s ongoing development.

We know that while seeking to drive change, we will face emerging and competing priorities. We are not naïve to the challenge of balancing the pursuit of innovative transformation initiatives and “keeping the lights on” with a dedication to fiscal responsibility. We stand ready to embrace this challenge with enthusiasm on behalf of the County employees, residents, and businesses that call San Joaquin County home.
STRATEGY OVERVIEW

OUR VISION

We envision a thriving, prosperous, and technology-enabled San Joaquin County.

OUR MISSION

Our mission is to increase and enhance the effectiveness of the delivery of San Joaquin County services through innovative, secure, and reliable technology solutions.

OUR GUIDING PRINCIPLES

Customer As Partner – We partner with our customers to find mutually satisfactory solutions to shared problems.

Trusted Advisors – We embrace our role as trusted, strategic technology advisors for the County.

Confident And Collaborative – We are confident in our team, collaborative with our partners, and eager to get to ‘yes’ to meet our customers’ needs.

Innovate To Transform – We challenge assumptions to build a culture of innovation and continuous improvement.

Enterprise View – We take an enterprise perspective, keeping our vision before us to foster a thriving, prosperous, and technology-enabled San Joaquin County.

Fiscal Responsibility – We commit to using our resources in the most effective, efficient way possible.

Stay Adaptive – We will remain nimble and adaptive while keeping the focus on our mission to increase and enhance the effectiveness of the delivery of San Joaquin County services through innovative, secure, and reliable technology solutions.
GOALS AND OBJECTIVES

Goal 1  Build a Future-Focused Technology Organization

We will build a future-focused technology organization with the necessary governance, decision-making, and communication processes to advance collaboration and innovation. We will recruit, develop, and retain the people we need to fulfill our mission.

Strategy Implementation and Governance
2. Engage County business and program leaders in a clear and practical governance process designed to transparently align technology decisions with departmental business goals.
3. Enhance communication among County stakeholders.
4. Develop a data-driven decision-making strategy to use data to inform and empower ISD decision-making.

Culture and Workforce
1. Empower a flexible and sustainable remote workforce.
2. Develop the capabilities of our workforce.
3. Promote a culture rooted in innovation.
4. Create a healthy and high-performing culture through recruitment and retention.

Goal 2  Modernize and Leverage Our Technology Environment

We will ensure enterprise security and reliability to enhance resident trust and promote modernization, interoperability, and innovation.

Enterprise Solutions
1. Expand Digital Services to improve the automation of business processes.
2. Provide modernized technology infrastructure, including enterprise solutions, shared digital services, and standardization.
3. Increase the use of self-help digital services.

Security Posture
1. Acquire and implement cybersecurity technology to enable SJC to develop industry-leading capabilities to help mitigate and address cybersecurity risk.
2. Develop and mature security governance and processes to meet or exceed industry standards, enhance security enforcement partnerships, and strengthen County practices.
3. Develop a robust security training program for the County workforce, including enhanced training and development for the security workforce.
Goal 3 Transform the Digital User Experience

We will transform the community’s experience by improving digital access to and enhancing the performance of County services through our quest for sector technology leadership and operational excellence.

Resident Experience

1. Expand the development and use of digital services to improve mobility, engagement, and the delivery of services.
2. Improve and automate election processes and procedures.
3. Collaborate with law enforcement to enhance public safety and improve the community’s experience with criminal justice.
4. Collaborate with regional stakeholders.

Digital Transformation

1. Develop the capabilities for expanded use of data-driven technologies such as analytics and visualization to enhance planning and improve decision-making.
2. Foster innovation and continuous improvement to increase our operational effectiveness.
GOAL 1:

Build a Future-Focused Technology Organization

We will build a future-focused technology organization with the necessary governance, decision-making, and communication processes to advance collaboration and innovation. We will recruit, develop, and retain the people we need to fulfill our mission.

Strategy Implementation and Governance

Our first step toward a successful digital transformation is articulating a vision for the future by creating a clear and coherent digital strategy. In the new digital era, establishing a clear strategy and effective governance model is critical to support our County leaders who are required to make decisions quickly in the face of a rapidly changing environment.

With the release of the San Joaquin County Digital Services and Innovation Strategy, we will build upon our past successes, cast a renewed vision for the future, and establish a roadmap and monitoring process to implement, operationalize, and socialize the plan throughout the County.

A digital dashboard will be developed for the ongoing reporting, monitoring, and annual updating of the plan. We will seek to align all grants and departmental projects with the goals of the DSIS and other emerging County priorities.

We will clarify and document the governance of the County technology community -- the system, principles, and processes within which it best operates -- identifying who is responsible for making which decisions and how decisions will be made and communicated. We will engage County business and program leaders in this transparent governance process to align technology decisions with departmental business goals, prioritize projects collaboratively, and optimize resource utilization. We will also develop a data-driven decision-making strategy to expand the use of data to inform and empower ISD decision-making.

Good communication is a vital part of healthy governance. We will enhance communication within and between departments and SJC stakeholders and improve and expand communication channels between cities, agencies, and the constituents of San Joaquin County. We will develop a process to engage stakeholders County-wide to gather input on desired future services and innovations. We will enhance communications by creating an annual strategy communication calendar and by improving the channels to distribute the strategy updates. We plan to mature our internal processes to improve communication and create an internal site for knowledge sharing, collaboration, and a means for staff to suggest innovation initiatives. To ensure adoption and minimize confusion, we will train SJC staff on County governance, processes, communication, and best practices.

Objectives:

2. Engage County business and program leaders in a clear and practical governance process designed to transparently align technology decisions with departmental business goals
3. Enhance communication among County stakeholders.
4. Develop a data-driven decision-making strategy to use data to inform and empower ISD decision-making.

San Joaquin County Digital Services & Innovation Strategy
Culture and Workforce

To successfully execute our strategy, it is critical to have digitally savvy leaders and a workforce with the ability to lead our transformation efforts. It will require employees within ISD and the various County departments to have sufficient skills and understanding to lead and navigate the digital transformation process.

We must proactively address the culture of our organization along with the future capabilities of our workforce. We recognize this can be one of the most challenging hurdles toward achieving our innovation and digital strategy goals. We must cultivate a culture that supports digital transformation through ongoing innovation by fostering collaborative work environments, a customer-centric orientation, and maintaining an optimistic attitude toward risk-taking. Continuing to develop a tech-savvy workforce with relevant business acumen, an entrepreneurial and innovative mindset, along with a desire to work collaboratively, is critical to our success.

To recruit, develop, and retain the people we need to fulfill our mission, we will continue to develop the County workforce and foster a healthy culture within ISD and the technology community. We will promote a culture of innovation by soliciting new ideas from staff and recognizing and rewarding innovation. We are committed to acting on opportunities for improvement revealed by the Organizational Health Assessment (OHA) conducted at the Information Systems Division in the Spring of 2020, including how we communicate strategic priorities, expand training opportunities, and encourage more innovation. (The word cloud below, taken from the OHA report, describes the culture that ISD staff desire to build.)

We are committed to developing a skilled, innovative, and customer-focused workforce. We will equip and empower our remote workers to be agile and resilient, providing ways for them to stay engaged and connected. We will continue defining the scope and best practices of remote work and implementing it when and where appropriate.

We will develop our workforce’s capabilities through learning resources and technical and management training, internships, and mentoring opportunities. We will improve the recruitment and retention of quality staff through partnerships with local universities, interviews with current staff, remote work flexibility, and building a healthy, high-performing culture.

ISD has implemented a forum for ISD employees to relay ideas, concerns and recommendations directly to ISD Executive Management to promote greater input into setting the direction and priorities for the department. The ISD Staff Advisory Council, as it has been formally named, will meet monthly and originated from the Organizational Health Assessment study.

Objectives:
1. Empower a flexible and sustainable remote workforce.
2. Develop the capabilities of our workforce.
3. Promote a culture rooted in innovation.
4. Create a healthy and high-performing culture through recruitment and retention.
GOAL 2: Modernize and Leverage Our Technology Environment

We will ensure enterprise security and reliability to enhance resident trust and promote modernization, interoperability, and innovation.

Enterprise Solutions

We will promote and provide infrastructure, applications, solutions, and a knowledge base that can be leveraged by all County departments to encourage modernization, interoperability, and innovation.

We will continue to modernize our technology infrastructure to enable the County to execute its digital transformation strategy effectively. A shared infrastructure that is secure and reliable is vital to expanding digital services, delivering shared services and enterprise-wide solutions effectively, and automating the business process for greater efficiency and effectiveness.

ISD will deploy tools to automate and improve the way we manage our infrastructure and applications, increasing standardization. This will create more opportunities for staff to focus on County-wide strategic priorities, innovation, and their role as technology advisor. ISD will continue to enhance the communications infrastructure by transitioning the remaining departments to Voice over IP, upgrading our Radio Software, and EMS MedNet.

We will collaborate with our department business partners to establish data visualization standards throughout the County. We will join forces to develop innovative enterprise solutions that automate processes, increase efficiencies, promote self-service, and improve service delivery in law and justice, public health and safety, and human services. These efforts will extend to our internal government operations as well.

Objectives:

1. Expand Digital Services to improve automation of business processes.
2. Provide modernized technology infrastructure including enterprise solutions, shared digital services, and standardization.
3. Increase the use of self-help digital services.

Partnership in Action

SJC RISE is working proactively and collectively to establish 5G standards and broadband access throughout the County to ensure our residents receive the best service possible.

ISD is excited to partner with Nautilus Data Technologies to implement a new backup and recovery site at their new $100M state-of-the-art floating data center in Stockton (https://sjgov.link/data-center).

Partnerships are more critical than ever. We will continue to lead San Joaquin County Regional Innovation for Sustained Excellence (SJC RISE), a County-wide collaboration with San Joaquin County cities, special districts, colleges and universities, the State of California, and technology vendors to explore opportunities for alignment and collaboration on future initiatives. SJC RISE is working to establish County-wide standards that best serve our common stakeholders and opportunities to reduce costs through shared services or pooled purchasing power.
Security Posture

We will provide quality security services by continuously enhancing a cohesive and evolving portfolio of initiatives to drive the continuous improvement of the security posture of San Joaquin County.

We will continue to enhance and modernize the County’s security posture through our commitment to identify, mitigate, and manage cybersecurity risks to protect our stakeholders’ data and privacy. A multiyear iterative strategy has been created to effectively address current and future information, privacy, and cybersecurity challenges through a unified organization-wide effort. We will provide the highest level of protection to our residents data and services through ongoing partnerships with our departments and programs and private and public sector partners. Our strategy incorporates the utilization of the latest technologies, maturing our processes, and preparing our staff.

We will deploy industry-leading technology solutions to help mitigate and address cybersecurity risk. As part of our cybersecurity roadmap, we will implement an advanced Endpoint Protection Platform (EPP), Endpoint Detection and Response (EDR) solution, Network Access Controls, Anti-Phishing technologies, Vulnerability Management solutions, Multi-Factor Authentication (MFA), Intrusion Prevention System (IPS), Identity Access Management, Mobile Device Management, and a Governance Risk Compliance tool. We will seek to employ a Security Incident Event Monitoring (SIEM) and Security Orchestration and Response (SOAR) platform.

We will continue to mature and improve our processes, policies, and security governance and compliance strategies. We will develop effective collaborative partnerships with other Federal (FBI and MS-ISAC), State (CAL-CSIC), and local entities.

Objectives:

1. Acquire and implement cybersecurity technology that will enable SJC to develop industry-leading capabilities to help mitigate and address cybersecurity risk.

2. Develop and mature security governance and processes to meet or exceed industry standards, enhance security enforcement partnerships, and strengthen County practices.

3. Develop a robust security training program for the County workforce, including enhanced training and development for the security workforce.

A UNIFIED EFFORT

“To bring the County together as a team, we need to break down the traditional operational and informational silos that have permeated our federated environment in the past. Cybersecurity must now be a unified effort, and no one entity or organization can hope to succeed alone.”

Dave Newaj, Assistant Chief Information Officer & Lokesh Sisodiya, County Info. Security Officer

People are often unintentionally the biggest threat to the organization. We will deliver an ongoing end-user cybersecurity training program as part of a robust Security Training Program for all County staff. We will establish an internal SJC workshop to advise and train County staff on security capabilities, as well as enhanced training and development for the security workforce.
GOAL 3: Transform the Digital User Experience

We will transform the community’s experience by improving digital access to and enhancing the performance of County services through our quest for sector technology leadership and operational excellence.

Resident Experience

We recognize there will be an increasing demand for digital services by our stakeholders. Therefore, we must focus on using digital technologies to improve the resident experience and County service delivery. By enhancing our capabilities and deploying digital technologies, we will enable our employees to work better with our customers and ultimately improve service quality. We will help San Joaquin County meet its residents’ needs by introducing new digital services, utilizing innovative shared technologies, and facilitating collaboration between departments and our regional partners.

We will expand the development and use of digital services to improve access to and the performance of County services. A “digital County service” is a service delivered within the County government or between the County government and the public using information and communication technologies that can be accessed via an app on your smartphone or computer. Unlike physical offices, digital services can remain open 24/7 or during a public-health crisis. Digital interactions are less time consuming for people, and reduce the administrative burden, freeing up resources for other priorities.

Like many other State and local governments nationwide, we will increase our use of chatbot technology to make services and information immediately accessible to residents. Chatbots can handle common questions and leave less common or more complex problems for County staff to answer. We will develop a community communication and engagement plan for multi-channel resident engagement and research the benefit of creating a digital one-stop-shop for County departments and services.

We are improving citizen engagement functionality which will provide residents expanded access and the ability to submit more information digitally. We will continue to expand the use of geographic information systems (GIS) to store, visualize, analyze, and interpret data geographically. GIS can be used for property tax assessments, to assist law enforcement in better use of the data they collect, or by Public Health to study the spatial aspects of health and illness.

Objectives:

1. Expand the development and use of digital services to improve mobility, engagement, and the delivery of services.
2. Improve and automate election processes and procedures.
3. Collaborate with law enforcement to enhance public safety and improve the community’s experience with criminal justice.
4. Collaborate with regional stakeholders.
We will continue to enhance the resident experience with County services by working with the Registrar of Voters (ROV) to continuously improve and automate election processes and procedures. Additionally, we will collaborate with law enforcement, the District Attorney’s office, and the courts to enhance public safety through various solutions targeted at improving services and community engagement.

We will take a leadership role to encourage collaboration with our regional partners. We will serve as a technology advisor in the quest for solutions that address housing insecurity in the County. We are currently working with our regional partners in SJC RISE to create a County-wide plan for the rollout of 5G.

**Digital Transformation**

Opportunities exist within each County department to deploy and leverage digital technologies to improve interactions with residents, increase efficiencies by transforming business processes, and enabling data-driven decision making to increase service-level standards. By embracing solutions that establish deeper connections between the County and the stakeholders we serve, we will be better prepared to deliver services more efficiently, based on our stakeholders’ preferences, with feedback loops that sustain a cycle of continuous improvement.

With a focus on operational excellence and continuous improvement, we will work on getting the job done right as measured by those who receive and rely on our services. We will pursue this by ensuring that data is available to stakeholders to facilitate good decision making and inviting participation from our customers to ensure they are at the center of our digital transformation efforts. This will require ongoing efforts to optimize our processes and leverage technology to increase automation.

We will also create a County-wide, cross-functional workgroup to assess the social impact of artificial intelligence (AI) and other technology decisions to ensure alignment within the broader digital transformation strategy. As we look to the future together, we will develop a human-centered model of people and artificial intelligence working together to serve our community better.

As outlined in Goal One, the success of our digital transformation efforts will require the County to foster a culture of innovation, excellence, and accountability and increase our workforce’s capabilities with the skills that we anticipate will be necessary for the future. Through the increased use of analytics and business intelligence, we can better equip organizational leaders to make data-driven decisions regarding monitoring trends, planning for the future, identifying customer needs, and improving access to and the performance of the delivery of County services.
PLAN DEVELOPMENT

How We Got Here
From the beginning, ISD managers and senior level staff understood the intention and potential of the Digital Services Strategy to move San Joaquin County to new heights and provide new capabilities to staff and constituents. Working together they assembled teams and identified key players to provide feedback and ideas in each core area. The conversations continued and would prove to be key to ensuring that the project was inclusive within our department; and would expand well beyond our walls to other departments and staff. This belief and engagement is a testament to a team believing and advocating a project from beginning to end; and their belief was reflected in the outcome that is inclusive of the needs and ideas of all.

The development of the San Joaquin County Digital Services and Innovation Strategy (2020–2023) has been a true collaboration.

DISCOVER
The process began with a big idea and a small project team within ISD. After making a plan to include as many diverse stakeholders and voices in the development of the County-wide Digital Services and Innovation Strategy, the initial goal was broad discovery. This resulted in the consolidation of information from a great many development sessions and sources, including interviews, group discussions, workshops, follow-up workshops, an Organizational Health Assessment with ISD staff, and a survey of SJC RISE members.

DEVELOP
The next step, which was complicated by the restrictions due to the pandemic, was to develop a coherent, relevant, and achievable strategy out of all that had been gleaned in discovery. The strategy you see here is the culmination of a numerous development sessions with ISD leadership, ISD managers, the ISD project team and Continuity Consulting, as well as feedback from the CAO’s Office, SJC RISE members, and many of the individuals listed below. This also included cross-functional Focus Area Work Groups who worked to finetune and add objectives, consolidate and create initiatives, and draft performance measures for each of the six focus areas under the three goals.

We want to express our thanks to each participant and contributor to the process and the people around them who made their participation possible.

IMPLEMENT
As mentioned above, during the development phase, Focus Area Work Groups fine-tuned and filled out the strategy, including the drafting of performance measures. The ISD Project Management Office will coordinate the implementation, monitoring, reporting, and updating of the strategy.

I hope you can see now –- embedded throughout the entire San Joaquin County Digital Services and Innovation Strategy – that this has been and will continue to be a collaborative effort. We are grateful for each of our partners and collaborators in creating and implementing this strategy.
PLAN PARTICIPANTS

Special Thanks to Our County Leaders

The Board of Supervisors
• Katherine Miller, Chair - District 2
• Tom Patti, Vice Chair - District 3
• Miguel Villapudua, District 1
• Chuck Winn, District 4
• Bob Elliott, District 5

Senior ISD Leadership
• Chris Cruz, Director, Chief Information Officer
• David Newaj, Assistant Chief Information Officer

County Administrator’s Office
• Monica Nino, County Administrator
• Jerry Becker, Former Assistant County Administrator

Elected Officers
• Steve J. Bestolarides, Assessor/Recorder/County Clerk
• Jerome C. Wilverding, Auditor Controller
• Phonxay Keokham, Treasurer-Tax Collector
• Patrick Withrow, Sheriff-Public Administrator
• Tori Verber Salazar, District Attorney

Our Digital Services and Innovation Strategy Core Team

ISD Project Team
• Chris Cruz
• David Newaj
• Beth Warren
• Pam Sauseda

Continuity Consulting Team
• Keith Aldrich
• Chris Baltzley
• Garrett Woodroof
• Jeff Pfeiffer

Participating Departments
• Agricultural Commissioner
• Assessor-Recorder-County Clerk
• Auditor-Controller
• Behavioral Health
• Child Support Services
• Clerk of the Board
• Community Development
• County Administrator
• County Counsel
• District Attorney
• Employment & Economic Development
• Environmental Health
• General Services
• Health Care Services
• Hospital IT
• Human Resources
• Human Services Agency
• Information Systems Division
• Probation
• Public Defender
• Public Works
• Purchasing & Support Services
• Registrar of Voters
• Retirement
• San Joaquin General Hospital
• Sheriff’s Office
• Stockton Metropolitan Airport
• Treasurer-Tax Collector & RRD
• UC Cooperative Extension Office
• Veterans Services
Special Thanks for their participation in Interviews, Workshops & Follow up Sessions

- Alex Chetley, Public Works
- Ann Rogan, Mayor’s Office for the City of Stockton
- Brandi Hopkins, Director - Human Resources
- Chris Cruz, Chief Information Officer
- Chris Woods, Director - Human Services Agency
- David Culberson, CEO - SJC General Hospital
- David Newaj, Asst. Chief Information Officer
- ISD Digital Services Group
- ISD Managers
- Jay Wilverding, Auditor-Controller
- Johnnie Terry, Director - Purchasing Support Services
- Gary Jayne, Asst. Director Purchasing Support Services
- Kris Balaji, Former Director - Public Works
- Fritz Buchman, Interim Director - Public Works
- Lokesh Sisodiya, County Info. Security Officer
- Lori Cruz, Director - Dept. of Child Support Services
- Mark Thomas, SJC General Hospital
- Matt Lenzi, Asst. Sheriff - Sheriff’s Office
- Roy Park, ISM - Sheriff’s Office
- Monica Nino, County Administrator
- Naseem Rehman, Sheriff’s Office
- Norbert Ruijling, CIO - City of Stockton
- Phonxay Keokham, Treasurer/Tax Collector
- Samuel Kaisch, Human Services Agency
- Steve Bestolarides, Assessor / Recorder / County Clerk
- Karyn Johnson, Asst. Assessor / Recorder / County Clerk
- Waqar Rizvi, Assessor / Recorder / County Clerk
- Ross Schemmel, Assessor / Recorder / County Clerk
- San Joaquin County Board of Supervisors
- Department Head Workgroup Sessions

Plus...

- ISD staff for their participation in the Organizational Health Assessment (OHA)
- SJC RISE members for taking a survey to assess shared regional technology needs
- County website search and chatbot analytics

Focus Area Work Group Participants

**Strategy Implementation and Communication:** Steve Herzfeldt (lead), Beth Warren, Zarmeen Merchant, Greg Moore, Dennis Manzo, Shakir Awan, Leticia Oropeza, Pam Sauseda, Brandi Hopkins, Steve Bestolarides, Lori Cruz

**Governance:** Kaspar Kurmis (lead), Lisa Knight, Gail Downer, Jim Brown, David Newaj, Mark Young, Mark Thomas, Ralph Cordero, Bassem Nakhl

**Culture and Workforce:** David Newaj (lead), Bill Collins, Erich Sullivan, Beth Warren, Allison Thomason, Eddie Bickham, Millette Martinez, Richard Hague, Bryan Potter, Oriana Maghoney, Jennifer Goodman

**Enterprise Solutions:** Greg Moore (lead), Fernando Reyes, Robert Johnston, Jiaqi Zhu, Tim Willet, Lisa Knight, Erendida Cates, John Ornelas, Masson Parrish

**Security Posture:** Lokesh Sisodiya (lead), Arnel Cara, Amir Awan, Joe Moua, Mustafa Shah, Gurjit Ghag, Ross Salas, Tom Newhall, David Newaj

**Resident Experience:** Robert Johnston (lead), Jimmy Sandison, Sam Erickson, Julie Schumacher, Jeff Chan, Jas Malhi, Brenden Chan, Nick Celis, Waqar Rizvi, Jaspal Mahal, Jason Eddings & Robert Whitmire

**Digital Transformation and Operational Excellence:** Tom Machado (lead), Lisa Chircop, David Chavez, Richard Chapa, Sargon Varda, Steve Brown, Dave Torres, Reene Aventi, Joseph Mann