



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



Robert A. Barton
Inspector General, Office of the
Inspector General (OIG)



Marybel Batjer
Secretary, Government
Operations Agency



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



John Chiang
Treasurer, State of California



Rebekah Christensen
Founder - President, ORA Systems;
Chair, NLP



Jim Cooper
Assemblymember



Paul Danczyk
Director of Executive Education in
Sacramento, USC Sol Price School
of Public Policy; Co-Chair, NLP



Diana Dooley
Secretary, California Health and
Human Services Agency



Tim DuPuis
Chief Information Officer (CIO),
Alameda, County



Joseph A. Farrow
Commissioner,
California Highway Patrol



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



Richard Gillihan
Director, CalHR



Kay Iwata
Founder and President,
Kay Iwata Associates, Inc.



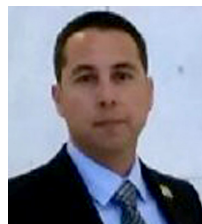
Darby Kernan
Legislative Representative, California
State Association of Counties (CSAC)



Daniel Kim
Director, Department of General
Services



John Laird
Secretary, California Natural
Resources Agency



Michael Mendoza
ARC Member
Social Justice Advocate



Linda Ng
President, Asian Pacific State
Employees Association



John Nilon
County Administrative Officer,
Kern County



Monica Nino
County Administrator,
San Joaquin County



Carlos Ramos
Director and State CIO, California
Department of Technology



Selvi Stanislaus
Executive Officer,
Franchise Tax Board



Michele Steeb
Chief Executive Officer, Saint John's
Program for Real Change



Maeley Tom
Member, State Personnel Board



James Waterman
Regional Manager, State Local
and Education, Google for Work,
Google, Inc.



Alicia Wong
APSEA, 1st Vice President



Joe Xavier
Director, California
Department of
Rehabilitation, (DOR)

NLP PROGRAM CHAIRS and CO-CHAIRS

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Founder-CEO, ORA Systems, Inc.;
Communications Chair - Board Member,
APSEA Board of Directors*

NLP Program Co-Chair, Paul Danczyk,
Director of Executive Education,
Sol Price School of Public Policy -
Sacramento Campus; Co-Chair, NLP

Host Committee Co-Chair, Alicia Wong,
Policy and Communications Manager,
California Department of Technology;
1st Vice President, APSEA Board of Directors*

Host Sponsor:



**State of California -
Department of General Services**
707 Third St., West Sacramento, CA 95605

NLP HOST COMMITTEE MEMBERS

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Department of General Services (DGS)

Shivani Bose, Information Technology Project Analyst,
California Department of Technology

Guy Burghgraef, Manager, Statewide Learning and
Performance Management, Cal-HR

Keith Christensen, Business Tax Administrator,
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Department of Health Care Service; State of California;
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Richard Martin, Vice President, ORA Systems, Inc.*

Linda Ng, Chief, Financial Analysis and Risk Management,
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Terri Xavier, (Retired), Human Resources Manager,
Department of Conservation (DOC),
State of California; Chair, NLP Accessibility

Lisa Yang, Budget Analyst
CDPH FMB-Budget Section

*Rapid Innovation Team Leads

The Intrapreneurs Boot Camp is an immersive, real-time training program designed to teach state employee intrapreneurs specific transformative leadership skills that are so critical in our ever-accelerating digital society. Each month, workshop topics will set the stage for real-time innovation. Using a facilitated, experiential, innovation lab format, attendees will team up in groups and, using the materials presented that day, apply these to both their personal and professional lives and their work settings. All the working teams will present their outcomes at each workshop's closing session. EVERYONE WILL PRESENT. This is a fast-paced environment where you will learn, create, grow, and innovate in REAL TIME. There will be loads of opportunities to apply what you have learned within your own work environment and to collaborate with your team members between sessions.

Does this describe you?

Entrepreneur: *Pursuit of opportunity beyond resources controlled. Harvard Business Review (HBR)*

Intrapreneur: *Pursuit of opportunity beyond resources controlled to shift the status quo for the society served.*

10x Innovation: *Google's Astro Teller describes 10x; "Here is the surprising truth: It's often easier to make something 10 times better than it is to make it 10 percent better. Yes really. When you aim for a 10x gain, you lean instead on bravery and creativity—the kind that, literally and metaphorically, can put a man on the moon!"*

Rapid Innovation: *In a collaboratively teamed environment, attendees will reimagine government by challenging the status quo and breaking new ground in building a human-centric, community-centric society from environments of real time 10x innovation.*



Training Tomorrow's Workforce Today:

[The State of California Leadership Competency Model](#) breaks down 22 leadership competencies by definition and competency category. These competencies will be integrated as a standardized pillar within NLP's rapid innovation process.

Benefits:

Real-Time Innovation: Via NLP's Rapid Innovation Teams, attendee intrapreneurs will apply and innovate what they have learned—immediately! We will co-create 10x transformative work environments and will relate what we have learned back into our current work settings.

Real-Time Accountability & Responsibility: Learn how to assume real-time accountability and responsibility for your personal and professional development, where both are served in tandem.

Skills Mastery: Learn how to master the skills to excel in real-time environments—as real time intrapreneurs and innovators.

Reflective: Instruction will be presented that has been developed from the Mission, Vision, and Leadership approaches by the State of California agencies and departments participating in NLP 2014. This alone represents California's two trillion dollar economy.

Immersive: Through an applied, hands-on environment, candidates will discuss and filter the curriculum through their own personal, professional, and organizational experiences.

Integrative: These workshops will feature an integrative, collaborative environment focusing on systemic leadership that heightens both individual and group performance.

Needs-Based Knowledge Acquisition: This workshop will hone the art and science of knowledge acquisition based on our own unique personal and work related needs and those of the constituents we serve.

Intrapreneur News Blog: An interactive California Intrapreneurs News Blog will feature innovation in government, and, equally importantly, will focus on the real-time intrapreneurial activities of those participating in and those attending the NLP 2016 series.

Intrapreneurs of the Year: The 2016 NLP Series will conclude with an awards gala featuring and honoring the intrapreneurial leadership and success stories.

January 21, 2016

1 PM – 4 PM

Keynote Coaches – Host Committee Members:

Rebekah Christensen Founder - President, ORA Systems; Chair, NLP

Paul Danczyk Director of Executive Education, Sol Price School of Public Policy - Sacramento Campus; Co-Chair, NLP

James Waterman Regional Manager, State Local and Education, Google for Work, Google, Inc.

Alicia Wong APSEA, 1st Vice President

GATEWAY TRAINING – 10x RAPID INNOVATION and INTRAPRENEURIAL PRE-TRAINING PROGRAM

This *mandatory* and critically important training program, given in our first session, will present the ground rules and guidelines to each of the 72 Rapid Innovation – Intrapreneurs' Boot Camp candidates who will participate in the 2016 NLP program. These workshop participants, specially selected by their departments or agencies, will be expected to start learning the innovation principles and techniques right from the starting bell.

How it will happen:

1. **Approach:** You will learn our North Star Approach and how it impacts each session's day-of performance requirements as well as how it can be applied in environments you are part of outside these monthly workshops.
2. **Rapid Innovation Team Structures:** You will receive your Team Assignment. You will be participating with your team throughout the 2016 Series. Here we will elaborate on the details regarding the training teams, the format, and the PILLARS that will form the foundation upon which this rapid innovation will occur.
 - a. Coaches & Facilitators
 - b. Rapid Innovation Process – Pillars Foundation
 - c. Deliverable Development
 - d. Onsite Presentations
3. **Goals, Objectives and Deliverables:** The cumulative impact of this series will mean that our 72 participants will truly learn how to be Intrapreneurs—rapid innovators in government. Here your coaches will communicate the 360o value being generated.
4. **Intrapreneurial – Rapid Innovation Awards:** Culminating this series, on the final day we will honor the program's Intrapreneurs and rapid innovators – to include teams, agencies and departments. Learn how to ASPIRE to this height of recognition even before the starting flag is lowered!

Workshop timeframes are from 8 AM until 5:00 PM. The keynote presentations and panels are scheduled from 8:00 – 10:30 AM with Rapid Innovation to follow from our participating Rapid Innovation Teams.

On a first-come/first-served basis, DGS and CalHR will host free registered attendance for the 8 AM - 10:30 AM Keynote - Panel Presentations.

January 27, 2016

8 AM – 5 PM

Keynote: Kay Iwata, President, K. Iwata Associates, Inc.

THE FOURTH WAVE OF GOVERNMENT IN THE

21ST CENTURY: As the inaugural workshop for Navigating Leadership 2016, this event defines the environment of change this series evokes in leaders that have found their voice and stride in State Government as well as those that are nurturing their strength and resolve to contribute notably and well to the greater good of their organizational missions and of those they serve.

Premised on the work of Alvin Toffler's historical wave theory, the waves are categorized by (1) agricultural, (2) industrial (we are separate and must compete), and (3) knowledge and information (we are connected and must cooperate). These man-made wave concepts reflect the world as it was or is today. The 4th wave (we are one and choose to co-create) that is now emerging generates a spiritual shift in the motivational attitudes of a society that presents a pervasive call for social change. The 4th wave creates a shift in consciousness and human potential; such that we can create our own realities as we seek wholeness and empowerment. This reflects a societal globalization that reveals and builds upon our interdependency—beyond nationality and with instantaneous impact. The 4th wave model defines leadership as stewardship, where each of us carries a personal responsibility to the whole of our environment, e.g., what happens to you happens to me.

RAPID INNOVATION: As attendees in a collaboratively teamed environment, we will construct the 4th wave of government in the 21st century, where leadership is stewardship and innovation is a tool for advancing and fully realizing human potential in the globalization of a community-centric society.

February 23, 2016

8 AM – 5 PM

RACE, GENDER AND EQUALITY IN THE DIGITAL AGE

Moderator: Maeley Tom, Member, State Personnel Board

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

John Chiang, Treasurer, State of California

Jim Cooper, Assemblymember, 9th California Assembly District

John Laird, Secretary, California Natural Resources Agency

Selvi Stanislaus, Executive Officer, Franchise Tax Board

James Waterman, Regional Manager, State Local and Education, Google for Work

What if we could access and embrace the infinite and powerful differences among people? Wouldn't we be astonishingly powerful if we could harness, as one world, the unique personas, characteristics, skills and capabilities of our companies, our governments, our societies?

The new story about race, gender, and equality isn't a story of separation. Rather, it is an alchemy that is forged and arises from the life journeys and experiences of those that have challenged the status quo of discrimination. Separately, yet banded together, they share a common ground that blends, as one multi-faceted whole, the contradictions of our beliefs, the variety of our choices, the divergent colors of our skin, as well as our generational and cultural differences.

It is human potential that will create the new frontiers of our digital society. It is human capital that shall be the new currency of exchange and the foundation upon which we build worlds of unlimited possibilities. Today's technological society forever shifts today's landscape of race, gender, and equality as we coexist in one world without walls. This means, first and foremost, that the playing field is leveled. Every voice has a capacity to be heard and seen. Life isn't yesterday or tomorrow, it's NOW. >>

RACE, GENDER AND EQUALITY IN THE DIGITAL AGE
continued

The unknown person of yesterday can literally find himself on the center stage of life tomorrow.

It is the integrity of our own authenticity coupled with cultural humility that creates the agility to respond to a world that moves in real time. When we boldly bring our unique brand identity into environments of collaboration, the diverse whole of what we contribute to and the whole spectrum of who we are expands in tandem.

“Setting an example is not the main means of influencing another; it is the only means.” – Albert Einstein

There is no single act more pivotal to live out each and every day than the act of being the best we can be from where we stand. The age of separation has passed. The challenge and the opportunity before us now is to build one united humanity. Diversity and equality is the actualization of the art of the possible—where we all stand independently, yet remain interdependent!

RAPID INNOVATION: In a collaboratively teamed environment, attendees will paint the landscape of one vast humanity that embraces difference as the foundational building blocks for race, gender, and equality in the digital age. From this common ground of sharing, creating, bridging and innovating, we will celebrate our diversity and community empowerment will soar!

March 22, 2016

8 AM – 5 PM

IMAGINARY LINES...and THE MILLENNIALS ARE COMING

Moderator: Richard Gillihan, Cal HR Director

Marybel Batjer, Secretary, California Government Operations Agency, (Cal GovOps)

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

Diana Dooley, Secretary, California Health and Human Services Agency

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

Carlos Ramos, State CIO, Director and State CIO, California Department of Technology

Imaginary lines separate our personal, professional, and community lives. Whether silos, hierarchies, or unwritten boundaries, they exist between people and social-business structures, within governmental agencies and departments, between agencies and organizations, and among counties, states and countries. These lines are imaginary, but at the same time they are very real. Our presenters will show us where these imaginary lines do indeed exist. They have each faced them, experienced them, defied them, and challenged them. In each of these circumstances, these leaders didn’t simply survive; they prevailed! This unique panel of speakers will journey with us through past worlds that still collide today.

Each presenter is tasked with scrutinizing the sustainability of imaginary lines juxtapositioned with today’s banner, “The Millennials are Coming!” Are imaginary lines antiquated? Will they prevail within the paradigm shift into the age of millennial leadership? Are these two worlds destined to collide? Or instead, will the boundaries and borders of our lives and work environments as defined by imaginary lines, silos, and hierarchies transmute to reveal live-work landscapes that redefine the ageless quality of contribution?

RAPID INNOVATION: Working within an integrated and teamed environment, the rapid innovation teams will collaboratively create new real-time leadership and change management training models and transformative collaborative work environments that shift both the status quo of government succession planning and the live-work balance.

April 28, 2016

8 AM – 5 PM

(AM Presentation-PM Innovation)

**CHANGE YOURSELF TO CHANGE THE WORLD:
UNCOMMON LEADERS**

Moderator: Darby Kernan, Legislative Representative,
California State Association of Counties

Robert Barton, Inspector General, Office of the Inspector
General

Joseph Farrow, Commissioner, California Highway Patrol

Michael Mendoza, ARC Member, Social Justice Advocate

Michele Steeb, Chief Executive Officer, Saint John's
Program for Real Change

Joe Xavier, Director, California Department of
Rehabilitation

“To do great things is difficult; but to command great things is more difficult.” – Friedrich Nietzsche

There is a murky line that separates “doing great things” from “commanding great things.” To do great things requires working on specifics that are still only imagined in the hearts and minds of others, evoking acts of courage that others fear, and believing that you can and will prevail. Who are those that command great things? These are people who have looked in the mirror and have turned who they have been and where they have stood inside out—and upside down.

Some have found themselves at points of no return, yet have somehow summoned the light—their single ray of hope—that has allowed transformative change to be possible. Others have journeyed across the center field of life and, in so doing, have been exacting of themselves. From where they stood, they made the hard choices when no one was around to judge. They set an example of leadership through deeds, not words. They recognized that fairness of opportunity, hope, and redemption are possible for everyone. They have not stood in judgement of the past

but, rather, have reflected “the art of the possible,” one day at a time. Or, in polar extreme, there are those that have amassed fame, fortune, or stature that others deem the pinnacle of success in life, yet they instead have felt called to serve others, compelled to forge a new and wider path.

In those that command great things, acts of improbability define the character of their choices as well as the fortitude it takes to journey from where one is to where one’s soul tells them they must be. Change of oneself to change the world is less about a directive over others and more about embracing the definition of oneself that wears courage as an act of being, from the inside out. Leadership’s a birthright, but living it is a choice.

RAPID INNOVATION: In a collaboratively teamed environment, attendees will construct an organizational ethos and culture where the calling to serve becomes the “North Star” in building a society that fosters the advancement of ALL human potential. We can only build justice within a restorative world when the playing field is leveled for those that challenge the best of who they are from where they stand. We will create the common ground—an environment where unlimited possibilities soar for all people, at every level of society!

May 26, 2016

8 AM – 5 PM

REIMAGINING GOVERNMENT: BUILDING A HUMAN-CENTRIC/COMMUNITY-CENTRIC SOCIETY

Moderated by: Daniel C. Kim, Director, California Department of General Services

Alameda County: Tim Dupuis, Chief Information Officer

Kern County: John Nilon, Chief County Administrator

San Joaquin County: Monica Nino, County Administrator

“You can’t connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something—your gut, destiny, life, karma, whatever. We’re here to put a dent in the universe.”
– Steve Jobs

Re-imagining government is not an endeavor for the faint of heart. Adjectives or descriptive phrases that describe those that reimagine and reinvent government are fearless leaders and visionaries. They are explorers charting new territory, choosing to level the playing field, pursuing opportunities without regard to resources. They are tenacious, persevering against the odds, and possessing stamina that defies boundaries. They become a bullseye for attractors; they are the 10x thinkers choosing to believe that “I can, I will, end of story.” They possess an attitude that forges unlimited opportunities for anyone-anytime-anyplace-anywhere-anyhow!

Google’s Astro Teller describes 10x: *“Here is the surprising truth: It’s often easier to make something 10 times better than it is to make it 10 percent better. Yes really. When you aim for a 10x gain, you lean instead on bravery and creativity—the kind that, literally and metaphorically, can put a man on the moon!”*

Alameda, Kern, and San Joaquin counties are the inaugural pioneers that participated in the Google Innovation Labs 2015. Join the leadership of these three highly innovative California counties that dare to dream, but, more importantly, dare to challenge the status quo as they break new ground in building a human-centric, community-centric society from environments of 10x innovation.

In a moderated panel format, listen to the stories of these trailblazing counties as the panelists describe and set forth their platforms for change in government. Leadership in these counties is creating a trajectory of change for every level of government—for service to the constituents and for the creation of a community-centric society. These counties serve as the blueprints for our state and for our country to follow!

RAPID INNOVATION: In a collaboratively teamed environment, attendees will reimagine government by challenging the status quo and breaking new ground in building a human-centric, community-centric society from environments of real time 10x innovation.

Speaker Lineup: All Approvals-in-Progress



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 (CalGovOps)

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.



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.





Rebekah Christensen, Founder - CEO, ORA Systems, Chair, Navigating Leadership Program

The common denominator unifying my career is my penchant to unleash and accelerate human potential—its creativity and innovation. In a digital world the playing field is leveled; all voices can now be heard and seen. This requires each of us to stretch and become the best we can be from where we stand. As founder and CEO of ORA Systems, I employ this strategy as current chair of the Navigating Leadership Program (NLP). Guiding the partnership between the Asian Pacific State Employees Association (APSEA) and the USC Sol Price School of Public Policy - Sacramento, the NLP is a national blueprint for systemic change management. It models a type of collaboration capable of integrating personal, professional, and organizational development into a seamless unified system.

By connecting “Who We Are” to our chosen path, e.g., “What We Do,” in real time, our approach mirrors the inherent nature of our digital society. Our systems designs provide the framework to implement pioneering approaches that focus on advancing the potential of our personal lives as well as organizations, communities and the digital world, based upon the unique needs of all involved.

Since April 2015 I have been 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 benefit and service delivery to serve the distinctive needs of constituents and communities inspires hope that the impossible is indeed possible!

As a systems integrator, my career path is testament to my lifelong focus on this important work. I have designed systems that include lifecycle approaches to 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 innovate and break the boundaries of what’s possible in our lives. I believe that success is the juncture where who you are and what you do become one, and, from that moment forward, work isn’t a job—it’s a calling.



Assemblymember Jim Cooper

In November 2014, Jim Cooper was elected to the California State Assembly to represent Assembly District 9, which includes the cities of Sacramento, Elk Gove, Galt, and Lodi. On his first day in office, Cooper was named assistant majority whip on Speaker Toni Atkins' leadership team.

Cooper chairs the Assembly Committee on Public Employees, Retirement, and Social Security (PERSS) and the Assembly Select Committee on Community Law Enforcement Relations and Responsibilities. He also serves on the Budget Committee, Budget Subcommittee No. 4 on State Administration, Governmental Organization Committee, Insurance Committee, and Privacy and Consumer Protection Committee. The Speaker also appointed Cooper to serve on the California Crime Victims' Memorial Review Committee. This Committee is tasked with overseeing the design, construction, and maintenance of a memorial in Capitol Park to honor California residents who are victims of crime. Additionally, Cooper was appointed to serve on the Public Safety committee of the Council of State Government (CSG-WEST), a nonpartisan, nonprofit organization created to serve western legislatures through regional cooperation and advocacy.

Assemblymember Cooper has an extensive background in law enforcement and local government. Before joining the Assembly, he served as a captain in the Sacramento County Sheriff's Department for 30 years. Cooper is a lifetime member of the California Narcotics Officers Association and spent nearly a decade working as an undercover narcotics officer and gang detective investigating illegal activity to fight drug trafficking in Northern California.

Combining his passion for young people with his concern for public safety, Cooper created a youth drug prevention curriculum, which teaches students about the dangers of narcotics and helps parents be aware of the warning signs of drug use and gang involvement. He also taught criminal justice at several local community colleges and universities.

Cooper has spent the past 14 years serving the people of Elk Grove. As the city's first mayor, he worked to establish solid governing values, balance the city's budget, keep neighborhoods safe, and make the city one of the greenest in the region. He used his law enforcement background to help create Elk Grove's first gang and narcotics unit as well as a local 911 Communications Center.

Community service is a significant part of Assemblymember Cooper's life. He has served on the boards of the Boys & Girls Club, Big Brothers Big Sisters, WIND Youth Services, and the Sacramento Children's Receiving Home. Cooper grew up in Sacramento and is a graduate of the West Point Leadership Academy and FBI National Academy. He earned a master's degree in organizational leadership from Saint Mary's College.





**Paul Danczyk, Director of Executive Education in Sacramento,
USC Sol Price School of Public Policy; Co-Chair, Navigating Leadership Program**

Paul Danczyk, PhD, serves as co-chair of the Navigating Leadership Program, facilitated under a partnership between the Asian Pacific State Employees Association (APSEA) and the USC Price School. Since 1997, his professional contributions concentrate on national, state, local, and nonprofit leadership and management.

Danczyk designs, directs, and presents in public-sector leadership programs, teaches in-person and online master-level classes, and is an executive coach. To give back to his community, he serves on the American Society for Public Administration's National Council and was appointed to the Amador County Behavioral Health Advisory Board.

A returned Peace Corps Volunteer, Paul earned a PhD from the University of Pittsburgh; MPA, USC; and BS, Pennsylvania State University.



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.





Tim Dupuis, Chief Information Officer (CIO)/Registrar of Voters, County of Alameda

With more than 25 years of experience running government organizations and leading transformational change, Tim Dupuis is both the chief information officer and the registrar of voters for Alameda County.

As chief information officer, Tim is passionate about the shift in traditional IT as it quickly becomes a leading force in government innovation. He leads Alameda County's Information Technology Department, providing strategic direction and management for the organization's infrastructure, program management, applications and digital services. He is responsible for developing innovative enterprise solutions that solve business issues, engage the community, and reduce IT costs for approximately 9,000 employees and 1.7 million constituents. Tim is credited with developing the County's first iPhone/iPad and Android applications and for establishing a smart phone-friendly web portal on Alameda County's award-winning website, acgov.org.

As the registrar of voters, Tim conducts elections that engage over 800,000 registered voters. He is responsible for automating the Roster Index process and developing a Chain of Custody application to track equipment moving between the County's central elections office and polling places. Both projects won awards from the National Association of Counties.

Tim began his career with the City of Santa Ana Public Works Department as project manager/Geographic Information System (GIS) analyst for the City's first GIS system, then became the GIS manager for the City of Huntington Beach. After then working as information services manager for Daly City, he joined Alameda County as the chief technology officer in the Information Technology Department.

Tim is an active member of the California County Information Services Directors Association (CCISDA), the California Association of Clerks and Elections Officials (CACEO), and champions the County's award winning Data Sharing Initiative. Tim received his bachelor's in computer science from California State University, Fullerton and his master's in public administration from California State University, Long Beach.





Joseph A. Farrow, Commissioner, California Highway Patrol

Commissioner Joseph A. Farrow is the first Japanese-American appointed to lead the agency in its 81 year history. He commands more than 7,800 uniformed, 3,600 non-uniformed, 700 senior volunteers, and 200 Explorer personnel.

Farrow served as a police officer with the Pacific Grove, California, police department before he entered the CHP Academy in 1979. He has held every rank from cadet to commissioner during his tenure at the California Highway Patrol. He is a member of the International Association of Chiefs of Police, the California Peace Officers' Association, and the National Asian Peace Officers' Association.



Commissioner Farrow earned a bachelor's in criminal justice from California State University, Sacramento and a master's in executive leadership from San Diego State University. He is a graduate of the FBI National Academy and the FBI National Executive Institute. He graduated from the Peace Officer Standards and Training Law Enforcement Command College and completed the University of California, Davis Graduate School of Management's Executive Leadership Consortium. The California Highway Patrol has been CALEA Law Enforcement Accredited since November 2010 and Public Safety Training Academy Accredited since November 2013.



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.





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.



**Kay Iwata, Founder and President, Kay Iwata Associates, Inc.**

Ms. Iwata is an internationally recognized leadership and organizational development consultant, researcher, and author. Her global, strategic, and systemic approach focuses on building from a strong business case that is anchored in the values and culture of the organization and its leaders. She has provided strategic planning, organizational cultural assessments, diversity and inclusion planning and implementation, leadership development, team building, conflict resolution, and executive coaching for organizations such as Johnson & Johnson, Dell Inc., Walmart, County of Alameda, County of San Diego, California State University Fresno, and Texas A&M at San Antonio.

Ms. Iwata's book, *The POWER of Diversity: 5 Essential Competencies for Leading a Diverse Workforce*, provides a researched-based focus on what specific behaviors and actions diversity- and inclusion-competent leaders and managers consistently demonstrate. The results also appear in the 2010 ASTD Leadership Handbook.

In addition to consulting, Ms. Iwata has served on the Leadership California Board of Directors and has chaired the Executive Advisory Council. She remains on their faculty for their flagship program, *California Issues and Trends*. Ms. Iwata is also on the faculty of the Center for Asian Pacific American Women, where she is a past president. She is also on the Advisory Board for GEWEL, the first diversity and inclusion consulting firm in Japan. Ms. Iwata also serves on the Experts Panel for the Global Diversity & Inclusion Benchmarks, utilizing her experience in consulting for companies in the UK, Japan, China, and Latin and South America. She is also a charter member of the Diversity Collegium, a national diversity think tank.

Ms. Iwata holds a degree in sociology and history as well as a teaching credential from San Francisco State University.





**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.



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.

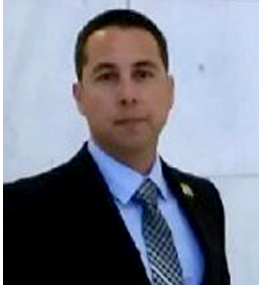


In 1981, Laird was elected to the Santa Cruz City Council and served nine years until term limits ended his council service in 1990. He was a two-term mayor of Santa Cruz from 1983 to 1984 and from 1987 to 1988. During his local government service, he served as a board member for local transit, transportation, 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.



Michael Mendoza, ARC Member, Social Justice Advocate

BIO TK



**Linda Ng, Chief, Financial Analysis and Risk Management,
Department of Water Resources, President Asian Pacific State Employees Association**

Linda Ng is the current 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, Chief Administrative Officer, Kern County

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.



**Carlos Ramos, Director and State CIO
California Department of Technology**

Director and State CIO Carlos Ramos previously served as director of the Office of Systems Integration, overseeing a \$4.5 billion portfolio of California's largest technology projects. He also concurrently held the position of assistant secretary for Health and Human Services and was the agency's senior technology executive. In this position he was principal technology advisor to the Secretary and responsible for the entire HHS IT portfolio.

Mr. Ramos helped architect the consolidation of the state's largest data centers and the creation of California's Department of Technology Services. He served as director of the then Teale Data Center, one of the largest public-sector data centers in the world, with an annual budget of \$200 million and over 200 government agency customers.

Prior to this position, Mr. Ramos was CIO for California's Department of Social Services where he managed a large computing infrastructure and a statewide data communications network. During his state career, Carlos was directly involved in many of the largest enterprise IT initiatives the State has undertaken, including the establishment of the State's Office of System Integration (OSI), the States's automated child support system, development of a multi-data center collaborative, which developed strategies for a number of critical IT issues (e.g., operational recovery, information security, mutual aid in succession planning and staff development, and software procurement), and consolidation of the Teale and Health and Human Services Data Centers.

Mr. Ramos has held many leadership commissions, including chair of the State of California IT Strategic Plan Committee, the State of California Service Oriented Architecture (SOA) Governance Workgroup, and the Government Technology Conference.





**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.





**Michele Steeb, Chief Executive Officer
Saint John's Program for Real Change**

Since joining Saint John's in 2007 as executive director, Michele has transformed the 30-day emergency shelter into a comprehensive 18-month program that supports women and children as they actively address and overcome the root causes of their homelessness. By providing mental health services, educational assistance, and extensive hands-on employment training, these women and their families begin to experience real change and realize their full potential.

Under Michele's direction, Saint John's has evolved from a 30-day emergency shelter with a \$1.1 million budget that was 80% reliant on public funding to a \$4.5 million program. Today, the program is less than 18% reliant on public funding.

Michele has also worked diligently for the broader issue of homelessness in the Sacramento region, serving on the Policy Board to End Homelessness for four years, and as a member of its steering committee that led the efforts to launch Sacramento Steps Forward.

For her exemplary work at Saint John's and the community at large, Michele received the following honors in 2010/2011: Martin Luther King Jr. Difference Maker; Regional Social Equity Leader (Valley Vision); Women Who Mean Business (Sacramento Business Journal); Non Profit Visionary of the Year (Sacramento News & Review); Sacramento Magazine's People of the Year; and the Sacramento Metro Chamber's Al Geiger Memorial Award. In 2013 Michele was named one of the Top Execs of 2013 (Sacramento Business Journal) and in 2014 she was named Woman of the Year by Assemblyman Roger Dickinson for District 7.

Prior to Saint John's, Michele served as Vice President of Public Affairs for the California Chamber of Commerce where she managed several major initiatives while quadrupling their political revenue in her three-year tenure. She was founder and chief executive officer of two technology-based companies and has run several successful political campaigns.





Maeley Tom, Member, 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.



James Waterman, Regional Manager, State Local and Education, Google for Work

James Waterman, West Region manager for Google's state, local, and education markets, is a leading proponent for the adoption of technology as a means by which to educate, integrate, and enable work communities.

With an IT career spanning 28 years, Mr. Waterman has been an agent for change and an advocate for public/ private collaboration in the process to solve far-reaching and difficult problems. He has helped advance California procurement initiatives, including the development of the State Store, CMAS, M/W/DVBE, MSA and SLP procurement programs.

Notable stops in Mr. Waterman's career include Unisys, Microsoft, HP, and now Google. While at Unisys, he was a recognized leader in the post 9/11 programs targeted at securing the nation's infrastructure. His solution and financial models were key components of Unisys' billion dollar airport security contract with the TSA.

Mr. Waterman has spent the past decade at Microsoft and HP advancing legacy system modernization, mission-critical computing, "bid data," analytics, cloud and "OpenStack" solutions. At Google, Mr. Waterman's goal is to "make the impossible possible" for the State of California by leveraging Google's 10X thinking and innovative advancements to solve long-standing challenges. Throughout 2015, Waterman has led the pioneering Google Innovation Labs for Kern, Alameda, and San Joaquin Counties.



**Alicia Wong, APSEA 1st Vice President**

Alicia Wong's eighteen year civil service career includes work in the fields of program management, policy development, strategic planning, and business process improvement. She currently oversees statewide information technology (IT) policy implementation and communication activities for the California Department of Technology's State Technology Approval Reform (STAR) Project. She also serves as the primary contact point to ensure consistent, timely and quality communications to Department of Technology stakeholders throughout all phases of the STAR project, including delivery of presentations to the Legislature, agencies and departments, and public events to generate interest and awareness of the STAR Project and its statewide impact.

Alicia serves on the Government Operations Agency's Civil Service Improvement initiative charged to reform the state's current civil service system, which Governor Brown described as a complicated, inflexible, and highly bureaucratic set of rules. Her work on this initiative includes formulation of recommendations concerning performance management and strategic planning for the State of California.

Alicia previously managed communications activities for the Financial Information System for California (FI\$Cal) and served as a manager overseeing administrative and business programs for both the Department of Motor Vehicles and the Department of Water Resources.

As APSEA's first vice president, Alicia has been an active member of the organization for the last several years. 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.