

RUSSELL J. NICHOLS

SUMMARY OF QUALIFICATIONS

- Served as Deputy State CIO and Acting State CIO for California.
- Served as CIO for one of the largest public safety and correctional organizations in the United States.
- Managed the successful implementation of one of the largest and most complex offender management system implementations in the United States.
- Provided technology leadership for all California State departments.
- Highly experienced leader focused on generating outcomes through improved business processes, effective data-informed decision-making, and digitization to serve stakeholders.
- Collaborated across organizational boundaries to build consolidated and sustainable business solutions.
- Facilitated reviews of proposed legislation, regulations and policies, and enacted changes to business programs and the supporting automation systems.
- Planned, organized, and directed large IT organizations to develop and operate mission critical business systems.
- Communicated program and IT information with executive management, external stakeholders, control agencies, other jurisdictions, legislative staff, and national organizations.
- Demonstrated leadership, judgment, ethics, accountability, and confidentiality related to handling highly sensitive issues, large organizations, and substantial budgets.
- Evaluated the effectiveness of IT solutions and services, and adjusted solutions to optimize business impact and value.
- Selected as the 2014 CDCR Administrator of the Year.
- Received the 2018 CIO of the Year award.
- Served as President of Corrections Technology Association.
- Received the California Public Sector Hall of Fame award.

PROFESSIONAL EXPERIENCE

HiPER Solutions

Jan 2024 – Present HiPER in Residence

At HiPER Solutions, we have a responsibility to unlock the full potential of exceptional leaders and their organizations. We do so by providing products that assist HiPER leaders – those who aspire to be, and those who seek to empower HiPERs - solve the people puzzle.

- * Assist the leaders of large technology efforts to identify and achieve their desired outcomes on time and within budget

Center for Digital Government

Mar 2023 – Present Senior Fellow

The Center for Digital Government is a national research and advisory institute on information technology policies and best practices in state and local government. Through its diverse and dynamic programs and services, the Center provides public and private sector leaders with decision support, knowledge and opportunities to help them effectively incorporate new technologies in the 21st century.

- * Advise CDG clients on government operations and technology trends.
- * Plan, host, and facilitate public webcasts

Russ Nichols Consulting Services, LLC

Jan 2023 – Present Owner/President

RNCS provides consulting services to government executives and leaders charged with running the largest and most complex IT operations.

California Department of Technology

Feb 2021 – Nov 2022 Chief Deputy Director and Deputy California State CIO

Jan 2022 – Jun 2022 Acting Director and California State CIO

I advised the Governor and Administration staff on the strategic management and direction of the state's IT resources. Significant duties and responsibilities included establishing and enforcing state IT strategic plans, performance management, policies, standards, and enterprise architecture by providing technology direction to agency and department CIOs. I was also responsible for promoting the efficient and effective use of IT in state operations while seeking to minimize overlap, redundancy, and cost. Operational responsibilities included the delivery of enterprise IT functions and services including, but not limited to, digital innovation, digital services, information security, shared services and program and project management activities in partnership with the owning agency or department.

- * Performed operational management for the CDT.
- * Oversaw and directed all IT services, policies, and projects for CDT.
- * Created the Technology Modernization Program with partnership from Secretaries and executives from multiple state organizations. The program enables quick delivery of high-value services to the residents of California.
- * Created the Stabilization service to assess the health and viability of mission critical solutions across the state of CA.
- * Lead a CDT service assessment and cost reduction effort to improve services provided to state and local government customers.
- * Lead an effort to improve the project oversight and review processes with a goal of producing better technology outcomes for the State of CA.

California Department of Corrections and Rehabilitation

Mar 2015 – Feb 2021 Director, Enterprise Information Systems

As the CIO and Director of EIS, I was a member of the CDCR Cabinet. I participated in planning and executing all CDCR activities. I also lead Department efforts to identify, explore, and implement technology that transforms CDCR's ability to safely house and rehabilitate offenders.

- * Increased CDCR telework capability from five hundred to ten thousand staff in response to the COVID-19 pandemic.
- * Provided free telephone calls, free email, and video visitation to allow offenders to connect with families during the COVID-19 pandemic.
- * Increased safety for staff, offenders, and the constituents of California by providing accurate real-time offender information to staff, other jurisdictions, stakeholders, and other systems.
- * Oversaw and directed all IT services and projects for CDCR.
- * Lead the definition and implementation of offender tablet and laptop technology for communication, education, and entertainment.

- * Served as the Department's liaison with the California Department of Technology (CDT) relative to IT projects that affected not only the Department, but also other state, local and federal agencies.
- * Directly responsible for CDCR's IT strategic plan, policies, standards, enterprise architecture, and IT project oversight.
- * Served as a member and representative on statewide advisory committees on behalf of the California Department of Technology.
- * Represented both CDCR and State IT in legislative hearings.
- * Enabled ADA-compliance of State web sites by assisting CDT with assessments and coaching for many Departments.
- * Reduced state licensing cost and improved state security by working with CDT, California Office of Health Information Integrity, and other executives to establish a State-level Enterprise User License Agreement with Microsoft
- * Defined the future direction of California technology by providing input and information for the Vision 2020 and Vision 2023 Strategic Plans.

Corrections Technology Association

Jun 2018 – Jun 2019 President-Elect

Jun 2019 – Jun 2021 President

Jun 2021– Jun 2022 Past-President

The Corrections Technology Association (CTA) is a public, non-profit network of professionals actively involved in leveraging technology in the field of Corrections. Members of our association consist primarily of Chief Information Officers, IT Directors and operational and administrative staff from State and Provincial Departments of Correction, as well as from Federal, county and local correctional agencies.

- * Planned and executed all CTA board meetings and activities.
- * Represented CTA and US-based correctional organizations at the Technology In Corrections conference, hosted by the International Corrections and Prisons Association.
- * Planned and presented two webinars to share COVID-related lessons learned to correctional jurisdictions across the US.

California Department of Corrections and Rehabilitation / California Correctional Health Care Services

Jan 2010 – Mar 2015 Strategic Offender Management System (SOMS) Project Director/Project Manager

Directed the successful implementation of the largest offender management solution in the United States. SOMS includes both an electronic offender management information system and an electronic records management system. SOMS supports over 53,000 users at more than 50 institution and administrative sites across California.

- * Reduced Department workload by more than 175 person years through improvements in business processes and through the reduction of paper-based processes
- * Increased safety for staff, offenders, and the constituents of California by providing accurate real-time offender information to staff, other jurisdictions, stakeholders, and other systems.
- * Increased effectiveness and efficiency in CDCR operations by formulating new business processes and revising existing business processes. For example, SOMS revised processes that enabled several CDCR institutions to consolidate multiple control offices into a single control office per institution.
- * Provided the strategic management and policy setting that enabled SOMS to achieve the business outcomes expected by CDCR, stakeholders, partners, and control agencies.
- * Achieved maximum SOMS team and solution performance by interpreting business directives, analyzing evolving business and operational opportunities, and by evaluating results and outcomes to continually tune SOMS processes.
- * Eliminated process delays and costs associated with copying, shipping, and sharing paper documents by digitizing over 170,000 inmate files containing over 200 million images.

- * Lead governance by facilitating both the SOMS Executive Steering Committee and the SOMS Advisory Committee, comprised of the CDCR Undersecretaries, CCHCS Federal Receiver, CCHCS Chief Deputy, CDCR Division Directors, and executives from Department of Finance and the Department of Technology
- * Prevented significant legal and financial penalties by advising the CDCR Secretary, Undersecretaries, and Directors on significant business process and operational issues including offender access to care and reception center throughput.
- * Demonstrated leadership, flexibility, and judgment by modifying SOMS plans and operations to fulfill new mandates and expectations introduced by Public Safety Realignment legislation which occurred during the implementation of SOMS.
- * Resolved critical prison safety issues and enabled maximum savings at the earliest possible time by establishing business and IT resource priorities using both IT and SOMS governance structures.
- * Communicated program policy matters to other departments, control agencies, and interface partners.
- * Briefed legislative staff on program goals and outcomes.
- * Increased offender access to care by defining improved business practices, processes, and systems to improve the delivery of services between the multifaceted IT programs of CDCR and CCHCS
- * Negotiated and managed a vendor contract valued at over \$420 million.
- * Achieved savings and improvements through the planning, development, organization, and management the 300-person team representing CDCR and CCHCS business programs areas, state IT staff, the system integration vendor, and other contractors.
- * Increased the security of CDCR information by implementing the ability to manage user accounts in a real-time enterprise solution.
- * Reduced the time necessary to compile and analyze statewide prison capacity and utilization information from days to real-time.
- * Reduced the time necessary to implement business policy and process changes. SOMS designed and implemented new sentencing rules required by a court ruling within 3 months of the court order. Prior to SOMS, similar changes and the recalculation of offender sentences would span more than 12 months.
- * Provided direction, expertise, and oversight of critical IT projects that support CDCR business priorities by reviewing planning and evaluation documents prior to publication to departmental stakeholders, control agencies, and partners.
- * Determined the impact to CDCR operations and CDCR's IT resources by reviewing and commenting on proposed legislation, regulations, policies, and court mandates.

California Office of the State Controller

Feb 2007 – Dec 2009 21st Century Project Technical Operations Chief

Directed the activities of State and contractor staff in the development of IT infrastructure and application components necessary to implement an SAP-based human resources management solution.

- * Partnered with Control Agencies and legal counsel to remove a poor performing system integration vendor.
- * Lead the effort to update and reissue the request for proposal and to select a new system integration vendor.

California Department of Forestry and Fire Protection

Dec 1999 – Jan 2007 Application Services and Customer Services Manager

Managed the organizations responsible for developing and deploying CalFire's mission critical business automation systems and for supporting the IT assets deployed at the department's 250 locations across California.

- * Reduced firefighting personnel costs and labor relations issues through the design and implementation of a statewide scheduling and timekeeping solution.
- * Reduced the time to respond to emergency incidents with the implementation of an e911 dispatching solution.
- * Increased the department's ability to respond to concurrent emergencies throughout California through the implementation of a state-wide resource management solution.
- * Increased the ability of CalFire to recover costs through the implementation of an enterprise reporting solution that replaced manual analysis and data collection processes.

California Employment Development Department

Jul 1998 – Nov 1999 Distributed Computing Engineering Section Manager

- * Reduced cost and improved reliability of EDD's technical infrastructure by consolidating over 30 individual network domains and local area networks into a consolidated, enterprise-level Windows-based architecture.
- * Chartered the Enterprise-Wide Technical Architecture project to improve recoverability, security, and availability of EDD's computing infrastructure through standardized configurations and practices with documented service level agreements.
- * Reduced cost by eliminating multiple messaging systems into Microsoft Exchange as EDD's enterprise-wide messaging system.
- * Partnered with other state agencies to implement a consolidated electronic mail system with guaranteed service levels.

EDUCATION

Bachelor of Science, Computer Science
1994, California State University, Sacramento

IT Leadership Academy (formerly Data Processing Managers Academy)
1998-1999, State of California

Leadership for the Government Executive
2006-2007, State of California

CERTIFICATION

Project Management Professional (PMP)
Project Management Institute

PUBLIC ENGAGEMENTS

CIO Perspectives – Keynote presentation
2019, Technology in Corrections, International Corrections and Prisons Association
Lisbon, Portugal

Business Analysis Processes and Value
2014, Public Sector Partners, Project Delivery Summit

Collaboration Trail – How Corrections information is shared
2014, Correctional Technology Association, Technology Summit

SOMS Business Impacts
2013, TechWire

CIVIC INTERESTS

United States Marine Corps, Reserve
1986-1993

CA Public Sector Hall of Fame Award

2023 Government Technology, 2023 Public Sector CIO Academy

CIO of the Year

2018, Government Technology, 2018 California Public Sector CIO Academy

Administrator of the Year

2014, State of CA, Department of Corrections and Rehabilitation

Digital Government Achievement Award

2014, Centers for Digital Government and Education

Outstanding Information Technology Achievement in Government

2014 Government Computer News Magazine

Excellence in Project Delivery

2014 Public Sector Partners Project Delivery Summit

Best Application Serving an Agency's Business Needs

2013 Center for Digital Government

Excellence.gov Awards Finalist

2013 American Council for Technology and Industry Advisory Council

IT Leadership Award

2012, State of CA, CIO Academy