A stylized graphic of a city skyline in shades of blue and purple, with various building silhouettes and vertical lines representing skyscrapers. The graphic is positioned at the top of the page, above the title text.

City of
SACRAMENTO
Information Technology

DIGITAL
STRATEGY
SUMMARY
2014-2015

SACRAMENTO: THE BEST MANAGED CITY IN CALIFORNIA

Maria MacGunigal, CIO



OUR STORY: We are at an important point in history where technology is pervasive in almost all aspects of our lives. Government is expected more and more to deliver services that are reliable and accessible from anywhere, anytime. The convergence of IT and societal forces – mobile, social, cloud and information – are rapidly reshaping how we get things done, now and in the future. This is such an exciting time for us to examine how we do things and realign for the future...

THE CITY OF SACRAMENTO'S DEPARTMENT OF INFORMATION TECHNOLOGY DELIVERS SERVICES THAT ENABLE SACRAMENTO TO BE THE BEST MANAGED CITY IN CALIFORNIA.

Sacramento is a city where innovation and technology deliver services that are streamlined, secure, and easily accessible by all, a city where customers and citizens connect with government openly and interactively when and where they want. Our vision of “the Best Managed City,” enabled by technology and innovation, is a commitment to taking specific actions.

The development of this strategic plan for the City has been a high priority of the IT organization. Our plan is broad and comprehensive, and covers many aspects including vision, governance, structure and initiatives. Our strategy ensures that investments and strategic business technologies are sound and deliver the highest possible value to the City and its constituents. We will:

- ▶ Deliver IT services to be the best managed City in California known for its Transparency, Accountability, and Integrity;
- ▶ Build a sustainable, reliable, and agile IT organization aligned with the City's business requirements, goals, and objectives;
- ▶ Foster and develop an environment of innovation and collaborative working relationships with the community, City staff, and our customers.

PURPOSE



Be daring!
Build the future...



VISION

Sacramento aspires to be the best IT organization in California. We are leaders, build trusted partnerships, and deliver innovative and effective IT solutions to meet the business needs of our customers and citizens.

Mission

Ensure IT investments and strategic business technologies are customer focused, sound, and deliver the highest possible value to the City and its constituents.

Values

Our actions are guided by our values which are integral to everything we do!

EXCELLENCE We lead with a clear vision, communicate, form partnerships, and take full ownership and responsibility in fulfilling our mission. Our work is relevant, timely, and delivered with superior customer service that reflects our commitment to collaboration and the highest standards of quality.

TRANSPARENCY We uphold a standard of transparency, accountability, and reliability. We conscientiously run our operations to promote a City workforce that is worthy of the public trust. We extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open, and honest workplace environment.

INNOVATION We continually seek new ways to accomplish our work through efficiencies and collaboration and generate extraordinary transformative results. We are dedicated to delivering creative and forward-looking solutions.



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From these key areas of opportunity, our plan of action is formed...



DEVELOPING THE DIGITAL STRATEGY

The Digital Strategy included a broad and comprehensive assessment totaling over 150 hours of interviews with management, subject matter experts, users and technical staff. The strategy employed an extensive, logical, and structured 'waterfall' approach to collect, assess and synthesize information. Extensive business process analysis, careful technical analysis, and alignment with industry best practices were among the many areas included.

Areas of Opportunity

Identified throughout the process were the following major areas of opportunity for improving business processes and customer service:

LEVERAGE EXISTING INVESTMENTS The City has a large number of technology systems used to carry out the City's mission critical business functions. Reducing the number of systems and focusing investments in fewer systems can substantively improve efficiency, service delivery, accuracy and transparency.

OPEN UP ACCESS TO INFORMATION Business units have vast amounts of information stored in many systems across the organization. It can be difficult for decision makers and operational managers to make informed data-driven decisions. Organizing and expanding access to information will improve operations throughout the City.

MAKE SERVICES AVAILABLE Availability of our City services are key to the effective delivery of those services to those who need them. The City can substantially reduce costs and better serve our citizens and staff with more and improved online services.

BE SUSTAINABLE A sustainable IT organization can deliver results and continue to innovate to be the best managed City in California.



OPPORTUNITY



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Think big. Start small.
Learn fast...



TAKING ACTION

The City has developed a Digital Strategy that ensures that investments and strategic business technologies are sound and deliver the highest possible value to the City and its constituents. We commit to the following:

1... Make **IT ACCESSIBLE**

Expand access to city services to anyone, at any time, from anywhere (responsive, accessible, and mobile)

2... Be continuously **INNOVATIVE**

Transform the City's services delivery through innovation.

3... Be **SUSTAINABLE**

Deliver viable IT solutions that are sustainable, flexible, scalable and maintainable.

4... Do **EXCELLENT WORK**

Develop a culture of excellence where the City of Sacramento is sought after as a "Great Workplace" for technology professionals.

5... Be a **LEADER**

Create a citywide community of partnerships with citizens, businesses, and internal stakeholders.



STRATEGIC FOCUS



Expanding access is more than additional communication lines. It means connecting our City for everyone. Increasing our technical capabilities allows us to open up information, expand the number of online services the City delivers to its citizens securely, and do so in a manner that protects privacy...

goal

ACCESSIBLE

EXPAND ACCESS TO CITY SERVICES TO ANYONE, AT ANY TIME, FROM ANYWHERE
(RESPONSIVE, ACCESSIBLE, AND MOBILE)

STRATEGIES

- Deliver simple and clear ways to get services
- Provide more services from multiple IT channels
- Expand education offerings
- Ensure that technology investments are leveraged
- Expand online access to City services

KEY INITIATIVES

- Implement mobile workforce solutions
- Expand City website
- Build employee portal
- Expand public Wifi in community centers
- 24 hour City Hall – SacCity @ Your Service
- Make broadband affordable and available



STRATEGIC FOCUS



SACRAMENTO: THE BEST MANAGED CITY IN CALIFORNIA



Technology is a powerful tool for transforming government. Every technology implementation offers an opportunity to question old methods and approaches. Working together, we will innovate and use technology to facilitate positive change and truly provide the best solutions to our customers...

2 goal

INNOVATIVE

TRANSFORM CITY'S SERVICES THROUGH INNOVATION

STRATEGIES

- Promote an environment for innovative ideas
- Create efficient consolidated infrastructure and services
- Focus on continuous improvement
- Leverage technologies
- Foster exploration of new ideas
- Support performance management

KEY INITIATIVES

- Create innovation team
- Expand the open data framework
- Develop NextGen data center
- Stand-up civic applications
- Expand eGovernment applications
- Implement workforce collaboration tools



STRATEGIC FOCUS





In these economic times, it is more important than ever to be responsible stewards of our limited resources. This means Sacramento will do more than deliver projects, we will also deliver value. Managing for effectiveness means exceeding expectations, meeting commitments, and implementing best practices...

3 goal

SUSTAINABLE

DELIVER VIABLE IT SOLUTIONS THAT ARE FLEXIBLE, SCALABLE AND MAINTAINABLE

STRATEGIES

- Achieve financial stability in IT Operations
- Ensure Return on Investment for initiatives
- Plan for Lifecycle replacement of systems and equipment
- Provide a secure infrastructure for systems and data
- Ensure that privacy is protected
- Evolve IT Governance model

KEY INITIATIVES

- Develop Disaster Recovery & Business Continuity Plan
- Implement program/portfolio management
- Establish appropriate IT policies & procedures
- Develop funding, budgeting models and staffing plan to meet IT needs and future system development



STRATEGIC FOCUS



SACRAMENTO: THE BEST MANAGED CITY IN CALIFORNIA



Government technology is a rapidly changing landscape. To succeed in serving our community and customers, we must attract and retain the best technology talent by providing meaningful work, offering professional opportunities, and expanding the career potential of our technology workforce...

4 goal

EXCELLENCE

CREATE A CULTURE OF EXCELLENCE WHERE THE CITY OF SACRAMENTO IS SOUGHT AFTER AS A “GREAT WORKPLACE” FOR TECHNOLOGY PROFESSIONALS

STRATEGIES

- Foster positive environment
- Recruit and retain talented IT professionals
- Develop an organizational structure that is appropriate
- Provide professional development for IT workforce
- Develop an informed and educated workforce
- Implement workforce training program

KEY INITIATIVES

- Build back staffing levels to meet City demands
- Establish cross discipline teams
- Annual performance reviews and development plans for all IT staff
- Modernize the technology classification structure
- Employee retention and succession plan
- Build a program for bringing in students and entry level staff into the organization



STRATEGIC FOCUS



SACRAMENTO: THE BEST MANAGED CITY IN CALIFORNIA



No government can realize its vision alone. To create the best managed City, we must work together. Sacramento will connect with businesses, local governments, and educational institutions to foster an open and energetic dialogue. With our partners, we will generate momentum, uncover opportunities to share limited resources, and discover solutions without boundaries...

5 goal

PARTNER

CREATE A CITYWIDE COMMUNITY OF PARTNERSHIPS WITH CITIZENS, BUSINESSES, AND INTERNAL STAKEHOLDERS

STRATEGIES

- Actively foster innovative partnerships
- Engage the public in solutions
- Establish community education partnerships
- Create an environment of cooperation
- Expand public/private business partnerships

KEY INITIATIVES

- Expand regional government partnerships
- Partner with businesses and the community to expand access and reduce cost for broadband
- Lead OpenCity/CitizenVille initiatives
- Expand education partners – Student Intern Programs



STRATEGIC FOCUS



FROM IDEA TO INITIATIVE

CASE STUDY: ACCOUNTS PAYABLE (AP) AUTOMATION

**1 IDENTIFY
PROBLEM**

**2 ASSIGN
PRIORITY**

**3 REQUEST
FUNDING**

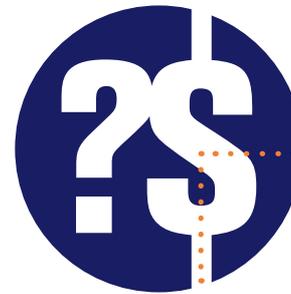
**4 IMPLEMENT
PROJECT**



Current AP process was targeted as problematic after an assessment using workshops, online staff surveys, management interviews and staff discussions.



This idea was next presented as a business solution to prioritize within the Digital Strategy findings and recommendations.



IT Department requested budget augmentation as part of City's annual budget development process to address several Digital Strategy initiatives.



Request approved and the AP Automation initiative is currently scheduled to receive funding and project implementation in FY 2014/15.

IMPLEMENTATION PLAN

Below is our tentative FY14/15 and FY15/16 phasing for key initiatives identified in the strategy development. Phasing was determined by the following criteria: identified in requirements definition, staff productivity, improved customer service, cost savings, and reduced risk. Phasing will be adjusted each year, taking into consideration available staff, funding resources, dependencies between initiatives and city business priorities.

PHASE 1 (July 2014 – June 2015)	PHASE 2 (July 2015 – June 2016)	TO BE PHASED
<ul style="list-style-type: none"> ▶ eCAPS (electronic Citywide Accounting and Personnel System) Enhancements & Interface Development <ul style="list-style-type: none"> • Paperless Accounts Payable ▶ Work Order Management System Consolidation (REQUIREMENTS GATHERING) ▶ Enterprise Asset Management System Consolidation (REQUIREMENTS GATHERING) ▶ Inventory Management System Consolidation (REQUIREMENTS GATHERING) ▶ Automated Workflow Expansion ▶ Training Plan Development Program ▶ Web Enhancements / Portal ▶ Online Payment / Cashiering System Expansion (REQUIREMENTS GATHERING) ▶ Wi-Fi Expansion (REQUIREMENTS GATHERING) ▶ Smarter City Fiber (REQUIREMENTS GATHERING) ▶ Automate Server Patch Management ▶ Citywide Printer Consolidation ▶ Digital Signatures (REQUIREMENTS GATHERING) ▶ InforEAM / 7i System Upgrade 	<ul style="list-style-type: none"> ▶ Establish Enterprise Core Data Model ▶ Implement Business Intelligence <ul style="list-style-type: none"> • Enhance Support / Reporting (311, eCAPS) ▶ Develop Enterprise Data Warehouse ▶ Staff Collaboration Tools (IMPLEMENTATION) ▶ Accela Permitting System Upgrade (Self-Host) ▶ Digital Signatures (IMPLEMENTATION) ▶ E-Forms Expansion ▶ Wi-Fi Expansion (IMPLEMENTATION) ▶ Work Order Management Systems Consolidation (IMPLEMENTATION) ▶ Enterprise Asset Management Systems Consolidation (IMPLEMENTATION) ▶ Inventory Management Systems Consolidation (IMPLEMENTATION) ▶ Remote Access Mobile Workforce Expansion ▶ Online Payment / Cashiering System Expansion (IMPLEMENTATION) ▶ Implement Online Business Tax Payments, Major Taxes Payments, Business Permit Payments ▶ Improve Online Off Street Parking Payments ▶ Expand Online Plan Checks / Permitting Processing Expansion 	<ul style="list-style-type: none"> ▶ Off Street Parking System Replacement ▶ Transfer Tax Automation ▶ Parks & Recreation Case Management ▶ eCAPS Module Expansion (Purchasing) ▶ Fire Prevention Automation ▶ Fire Inspection Automation ▶ Online Payments Public Works ▶ Expand Central Irrigation Control Systems – Parks & Recreation ▶ Expand GPS Capabilities in Maintenance Vehicles – Parks & Recreation ▶ Expand Versadek Property Disposition System – Police Dept. ▶ Web-enabled Event Business Management System (EBMS) (Convention Culture & Leisure) ▶ Online Alarms & Permits Payments ▶ Online Scheduling System ▶ Disaster Web Response – Fire Dept. ▶ Manage & Leverage Mobility – Air Cards ▶ Fiber Expansion (Replace T1 Lines) ▶ Expand Document Management Digitization (CCM) ▶ Update Radio Systems and Mobile Data Computers (MDC) ▶ Track Utility Cuts via GIS Systems ▶ Improve Slow Remote Dial Up Connections ▶ Improve Slow Internet Connections ▶ Enterprise Electronic File Transfer ▶ Staff Scheduling Software



When technology
permeates every aspect
of our work and lives...
Get Ready, Align, Accelerate!



John Shirey, City Manager



A critical component of being the Best Managed City is ensuring that our information technology infrastructure, programs and business operations are progressive. To that end, the City's digital strategy will create a path forward for improving how we operate, define our priorities, and chart the course for future innovations.



