



*City of*  
**SACRAMENTO**  
Information Technology

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**D I G I T A L  
S T R A T E G Y  
S U M M A R Y**





## THE CITY OF SACRAMENTO DELIVERS INFORMATION TECHNOLOGY (IT) SERVICES THAT ENABLE THE CITY TO BE A LEADER IN PUBLIC SERVICE.

Sacramento is a city where innovation and technology deliver services that are streamlined, secure, and easily accessible by all. We are a city where customers and citizens connect with government openly and interactively when and where they want. Our vision of Leadership relies on transformative technology and bold innovation.

The development and execution of this strategic plan for the City is the highest priority for our organization. Our plan is ambitious, broad, and comprehensive. It covers many aspects including vision, governance, structure, and initiatives. Our strategy ensures that investments are sound, equitable, and deliver the highest possible value to the City and its constituents. We will:

- Deliver IT services that enable Sacramento to be a leader in public service known for our Transparency, Accountability, and Integrity;
- Build a sustainable, reliable, and agile IT organization aligned with the City's business requirements, goals, and objectives; and
- Create an environment of innovation and collaborative working relationships with the community, businesses, City staff, and our customers.



Be daring!  
Build the future...

Through the use of technology, ENGAGE, EMPOWER, AND IMPROVE the lives of the citizens of Sacramento. Build trusted partnerships and deliver innovative and effective IT solutions to meet the needs of our communities.

**MISSION** Ensure IT investments and technologies are customer focused, sound, equitable, 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 an equitable, open, and honest workplace environment.

**Innovation** We continually seek better ways to accomplish our work through collaboration, adoption of new practices, implementation of innovative solutions and our pursuit of extraordinary results. We continually dedicate ourselves to the delivery of creative and forward-looking improvements.

## Vision



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

THE DIGITAL STRATEGY is a broad and comprehensive assessment of interviews with management, subject matter experts, the community, users, and technical staff.

The strategy employed an extensive, logical, and structured 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

**Leverage Existing Investments** The City uses many technologies to carry out the City's mission critical business functions. Using existing solutions and reducing the number of systems can substantively improve efficiency, service delivery, security, accuracy, and transparency.

**Open Up Access to Information** There are vast amounts of information stored in many systems across the organization. It can be difficult for the community, decision makers, and operational managers to make informed data-driven decisions. Organizing and expanding access to information will improve operations throughout the City and the public's trust.

**Make Services Available** Availability of City services are key to the effective delivery of 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.

## 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 technologies are sound and deliver the highest possible value to the City and its constituents. We commit to the following goals:

1

**DIGITAL**

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

2

**INNOVATIVE**

Transform the City's services delivery through new and creative solutions.

3

**RESILIENT**

Deliver viable IT solutions that are dynamic, scalable and maintainable.

4

**DYNAMIC**

Create a dynamic workforce that is well trained, self-reliant, responsive, and adaptable.

5

**PARTNER**

Create a citywide community of partnerships with citizens, businesses, communities, higher education, and a wide array of stakeholders.

# Strategy

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Expanding access isn't the addition of more communication lines or bandwidth. It is connecting our City to our communities in meaningful ways. It means increasing access to relevant information, expanding our online services and delivering a better customer experience securely, and in a manner that protects privacy...



# 1 goal 1

## DIGITAL

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

### STRATEGIES

- Improve digital equity
- Deliver simple and clear ways to get services
- Seek community input
- Expand education offerings
- Expand online access to City services
- Empower mobile workforce

### KEY INITIATIVES

- Modernize the digital customer services (website / online reporting)
- Implement web chat providing a new channel of communication
- Implement the Digital Equity Program (Access, Equipment, Education)
- Build decision making tools and dashboards
- Implement remote workforce solutions (light touch, digital signatures, BPM)
- Leverage smart devices to provide public safety software solutions in the field



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 NEW AND CREATIVE SOLUTIONS

### STRATEGIES

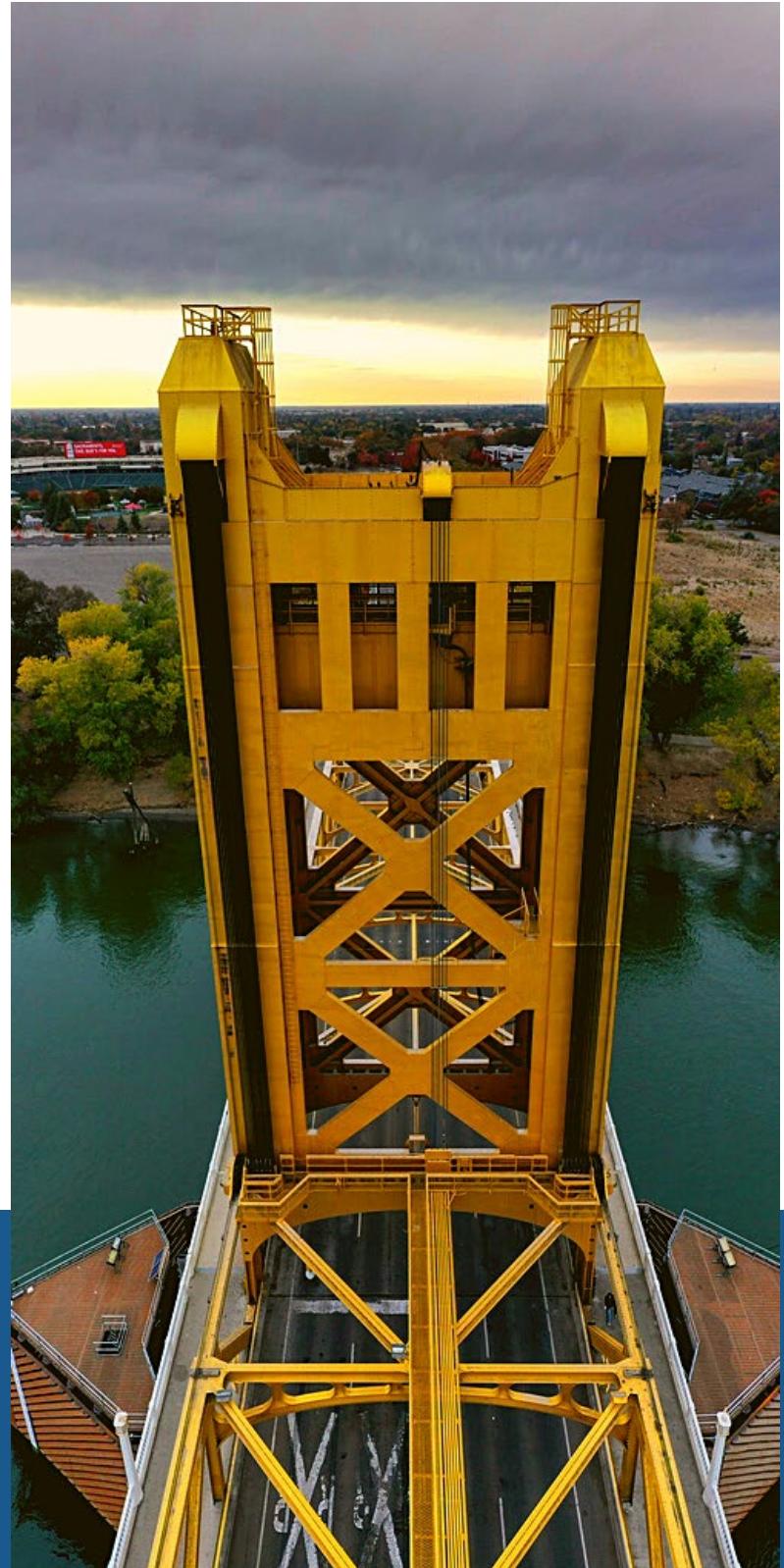
- Focus on continuous improvement
- Leverage new and emerging technologies
- Foster exploration of forward leaning ideas

### KEY INITIATIVES

- Expand the open government framework
- Develop Smart Cities planning and implementation framework
- Expand the use of AI and machine learning (311, invoice processing, document classification)
- Implement a document management solution with geotagging
- Develop an innovation strategy for each department/business unit
- Design a private cloud for data center transformation
- Apply a CCTV as a Service model Citywide
- Adopt Modern Device Management



It is now more important than ever to be responsible stewards of our limited resources to build trust and equitable economic opportunity for all Sacramentans. 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

## RESILIENT

DELIVER IT SOLUTIONS THAT ARE DYNAMIC, SCALABLE AND MAINTAINABLE

### STRATEGIES

- Promote fiscal responsibility
- Ensure City systems and data are secure
- Develop a flexible environment for dynamic on/off site work needs
- Ensure City business functions have a roadmap for the future
- Build systems, infrastructure, and training to support a distributed workforce
- Invest in core systems with broad benefits
- Develop departmental and system prioritization plans

### KEY INITIATIVES

- Assess City business functions for remote work
- Implement Citywide software management
- Stress test the Disaster Recovery & Business Continuity Plan
- Establish appropriate IT policies & procedures: Security, Acceptable Use, Asset Management, Mobile Management
- Develop funding, budgeting models and staffing plans
- Expand performance management tools
- Legacy system replacement plan (ERP, BPM, Document and Case Management)



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 equitable professional opportunities, and expanding the career potential of our technology workforce...



# 4 goal

## DYNAMIC WORKFORCE

CREATE A DYNAMIC WORKFORCE THAT IS WELL TRAINED, SELF-RELIANT, RESPONSIVE, AND ADAPTABLE

### STRATEGIES

- Recruit, retain, and develop talented and diverse professionals
- Provide professional development for the workforce
- Expand workforce training program
- Provide a career path for employees
- Evaluate and coach staff on performance
- Reward employees for excellence
- Foster a positive environment

### KEY INITIATIVES

- Implement the Race and Gender Equity Action Plan
- Establish cross-discipline teams
- Implement Agile methodology
- Annual performance reviews and development plans for all IT staff
- Modernize the technology classification structure
- Employee retention and succession plans
- Implement employee pipeline program
- Establish an employee recognition program
- Create a speed mentoring program for the department



No government can realize its vision alone. We must work together. Sacramento will connect with our community, businesses, local governments, and educational institutions to foster an open and energetic dialogue. With our partners, we will generate momentum, uncover opportunities to share resources, and discover new and innovative solutions...



# 5 goal

## PARTNER

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

### STRATEGIES

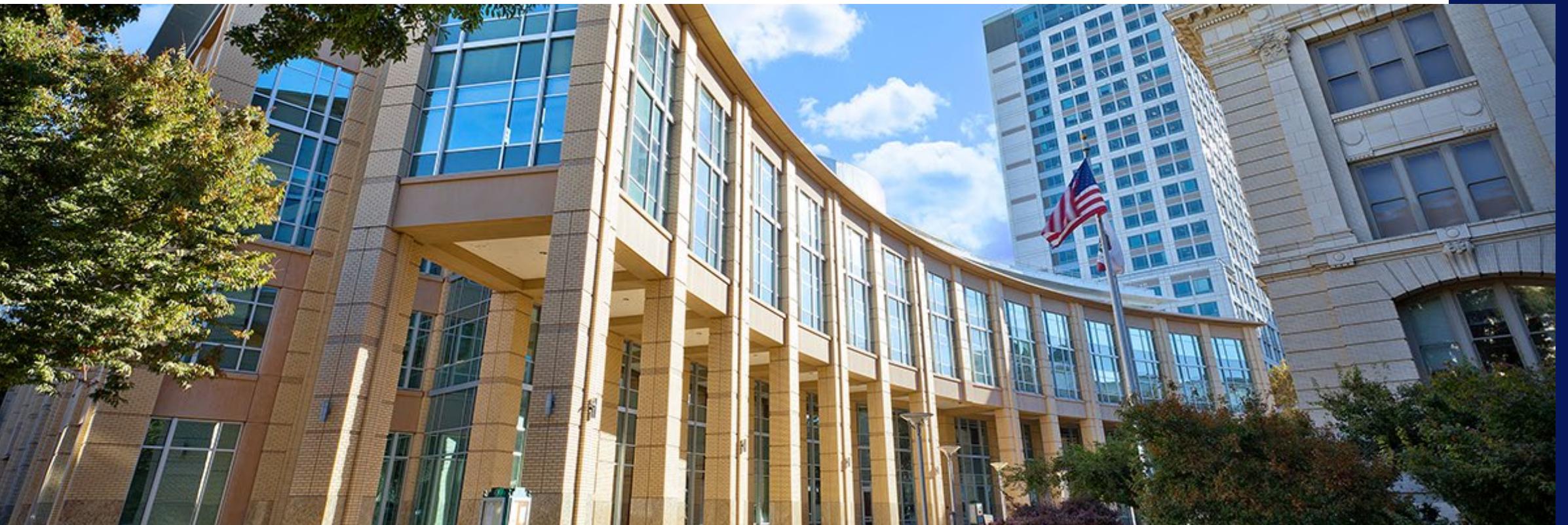
- Actively foster innovative partnerships with public and private entities
- Engage in co-created solutions from a broad group of participants
- Establish community education partners
- Build equity in the community by expanding digital access for all

### KEY INITIATIVES

- Expand local, regional, state, and national government partnerships
- Partner with businesses and the community to expand access and reduce cost for broadband
- Implement long term financial and organizational support for the Digital Equity Response Program
- Develop innovative public and private partnerships
- Partner with community organizations to develop local IT talent
- Expand education partnerships with Universities for Student Intern Programs
- Develop opportunities for certification and nontraditional degree programs
- Establish a new partnership with Microsoft to deliver DigiGirlz program
- Participate in job fairs to promote local youth's interest in technology careers



When technology  
perm eates every  
aspect of our work  
and lives...



GET READY... ALIGN... ACCELERATE!

