SACRAMENTO
COUNTY

INFORMATION TECHNOLOGY PLAN

2022 - 2023

INNOVATION

COMMITMENT TO
EXCELLENCE IN PUBLIC
SERVICE

SACCOUNTY.GOV

ABOUT

STRATEGIC INITIATIVES

CORE PURPOSE

Enriching communities to thrive

VISION

We are a premier, trusted employer and organization, serving our communities with transparency, courage, and innovation

MISSION

Improve residents' quality of life by providing cost-effective public services while fostering economic health, regional cooperation and stewardship of community assets

VALUES

Principled
Respect
Innovation
Diversity and inclusion
Excellence

THE DEPUTY COUNTY EXECUTIVE FOR ADMINISTRATIVE SERVICES

The Sacramento County 2022/23 Information Technology (IT) Plan outlines Sacramento County's approach to provide easy and secure access to the County's services and information, any time of the day, across multiple electronic devices. This year's IT Plan also illustrates the initiatives the County is implementing, including moving away from mainframe technology to enhance our cyber security and property tax payment collection systems. These will ensure we can do business with our internal departments and residents with the innovation, safety, and efficiency all have come to expect from Sacramento County.

David Villanueva

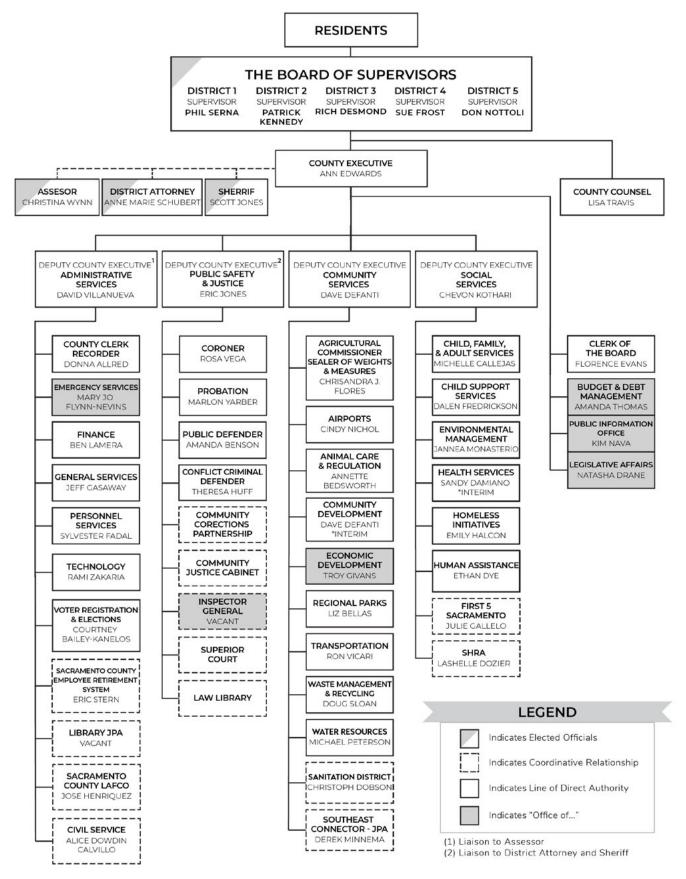Deputy County Executive for Administrative Services

THE CHIEF INFORMATION OFFICER

Each year the Information Technology (IT) Plan frames our systematic approach to streamline, modernize and optimize technology support services for Sacramento County departments and residents. As a strategic partner for County departments, the Department of Technology implements dynamic solutions in an evolving technology environment. The County's most critical information technology systems are assessed annually for viability and a Technology Improvement Plan is created to assist County departments in achieving their digital business strategy through automation and modernization.

I am excited to introduce several key initiatives including the county-wide Microsoft 365 implementation; the first phase of the property tax system replacement which is a large step in meeting our modernization objectives; and our effort to update internal applications to work with the new CalSAWS system rollout by the state of California. During COVID-19 we implemented Multi-Factor Authentication (MFA) for increased cyber security for our remote workers. At the peak, we had more than 3,200 employees working remote at any given time. We continue to support remote work across the County. Cybersecurity has been top of mind for us in the last few years and that trend will only increase. This year we will increase cybersecurity awareness training, require all new information systems to follow our authentication policies, and work on operationalizing our security manual. We continue to perform regular and increasingly challenging auditing of potential security vulnerabilities to guard against exploits. Our investment in technology and infrastructure also allows the County to drive efficiencies and cost-saving processes. The Sacramento County 2022-2023 Information Technology Plan charts our evolving and dynamic IT operation.

Rami Zakaria

Rami Zakaria
Sacramento County Chief Information Officer

COUNTY ORGANIZATIONAL CHART

RESIDENTS

THE BOARD OF SUPERVISORS

DISTRICT 1	DISTRICT 2	DISTRICT 3	DISTRICT 4	DISTRICT 5
SUPERVISOR	SUPERVISOR	SUPERVISOR	SUPERVISOR	SUPERVISOR
PHIL SERNA	PATRICK KENNEDY	RICH DESMOND	SUE FROST	DON NOTTOLI

COUNTY EXECUTIVE
ANN EDWARDS

ASSESOR
CHRISTINA WYNN

DISTRICT ATTORNEY
ANNE MARIE SCHUBERT

SHERRIF
SCOTT JONES

COUNTY COUNSEL
LISA TRAVIS

DEPUTY COUNTY EXECUTIVE[1]
ADMINISTRATIVE SERVICES
DAVID VILLANUEVA

DEPUTY COUNTY EXECUTIVE[2]
PUBLIC SAFETY & JUSTICE
ERIC JONES

DEPUTY COUNTY EXECUTIVE
COMMUNITY SERVICES
DAVE DEFANTI

DEPUTY COUNTY EXECUTIVE
SOCIAL SERVICES
CHEVON KOTHARI

Administrative Services
- **COUNTY CLERK RECORDER** — DONNA ALLRED
- **EMERGENCY SERVICES** — MARY JO FLYNN-NEVINS
- **FINANCE** — BEN LAMERA
- **GENERAL SERVICES** — JEFF GASAWAY
- **PERSONNEL SERVICES** — SYLVESTER FADAL
- **TECHNOLOGY** — RAMI ZAKARIA
- **VOTER REGISTRATION & ELECTIONS** — COURTNEY BAILEY-KANELOS
- **SACRAMENTO COUNTY EMPLOYEE RETIREMENT SYSTEM** — ERIC STERN
- **LIBRARY JPA** — VACANT
- **SACRAMENTO COUNTY LAFCO** — JOSE HENRIQUEZ
- **CIVIL SERVICE** — ALICE DOWDIN CALVILLO

Public Safety & Justice
- **CORONER** — ROSA VEGA
- **PROBATION** — MARLON YARBER
- **PUBLIC DEFENDER** — AMANDA BENSON
- **CONFLICT CRIMINAL DEFENDER** — THERESA HUFF
- **COMMUNITY CORECTIONS PARTNERSHIP**
- **COMMUNITY JUSTICE CABINET**
- **INSPECTOR GENERAL** — VACANT
- **SUPERIOR COURT**
- **LAW LIBRARY**

Community Services
- **AGRICULTURAL COMMISSIONER SEALER OF WEIGHTS & MEASURES** — CHRISANDRA J. FLORES
- **AIRPORTS** — CINDY NICHOL
- **ANIMAL CARE & REGULATION** — ANNETTE BEDSWORTH
- **COMMUNITY DEVELOPMENT** — DAVE DEFANTI *INTERIM
- **ECONOMIC DEVELOPMENT** — TROY GIVANS
- **REGIONAL PARKS** — LIZ BELLAS
- **TRANSPORTATION** — RON VICARI
- **WASTE MANAGEMENT & RECYCLING** — DOUG SLOAN
- **WATER RESOURCES** — MICHAEL PETERSON
- **SANITATION DISTRICT** — CHRISTOPH DOBSON
- **SOUTHEAST CONNECTOR - JPA** — DEREK MINNEMA

Social Services
- **CHILD, FAMILY, & ADULT SERVICES** — MICHELLE CALLEJAS
- **CHILD SUPPORT SERVICES** — DALEN FREDRICKSON
- **ENVIRONMENTAL MANAGEMENT** — JANNEA MONASTERIO
- **HEALTH SERVICES** — SANDY DAMIANO *INTERIM
- **HOMELESS INITIATIVES** — EMILY HALCON
- **HUMAN ASSISTANCE** — ETHAN DYE
- **FIRST 5 SACRAMENTO** — JULIE GALLELO
- **SHRA** — LASHELLE DOZIER

County Counsel
- **CLERK OF THE BOARD** — FLORENCE EVANS
- **BUDGET & DEBT MANAGEMENT** — AMANDA THOMAS
- **PUBLIC INFORMATION OFFICE** — KIM NAVA
- **LEGISLATIVE AFFAIRS** — NATASHA DRANE

LEGEND

- Indicates Elected Officials
- Indicates Coordinative Relationship
- Indicates Line of Direct Authority
- Indicates "Office of..."

(1) Liaison to Assessor
(2) Liaison to District Attorney and Sheriff

IT GOVERNANCE

CHIEF INFORMATION OFFICER (CIO)

The CIO is responsible for Sacramento County's strategic use of technology, managing the Department of Technology, and working closely with County departments to implement IT systems that improve business processes and enhance citizen services. The CIO reviews the acquisition of IT services, systems, and resources for consistency with established standards, and works with the County Executive's Office to secure funding for IT projects. The CIO is also the County Chief Information Security Officer (CISO).

COMPASS STEERING COMMITTEE (CSC)

The Comprehensive Online Management Personnel and Accounting System (COMPASS) Steering Committee makes policy decisions regarding the use of the Enterprise Resource Planning (ERP) system, sets priorities for implementing changes, communicates policies and decisions countywide, and obtains the resources needed to accomplish the COMPASS mission. The CSC is comprised of the Chief Deputy County Executive for Administrative Services departments and the Department Directors of Personnel Services, Finance, and General Services. The CSC meets quarterly and is chaired by the CIO.
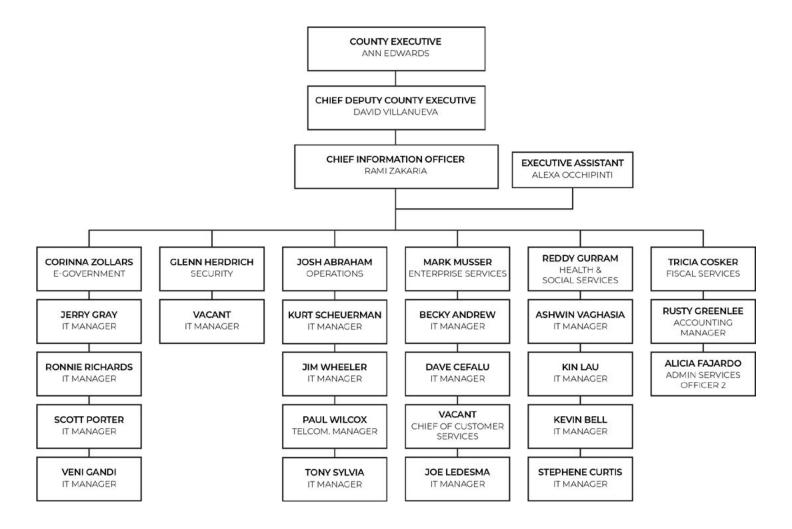
IT GOVERNANCE CONTINUED

GEOGRAPHICAL INFORMATION SYSTEM (GIS) STEERING COMMITTEE

The GIS Steering Committee recommends policies and provides guidance for the application of Geographic Information Systems technology in Sacramento County. The committee advocates for shared resources, coordinated integration, and delivery of geographic information in order to provide superior service to County departments and constituents. The GIS Steering Committee meets quarterly and membership is open to all departments.

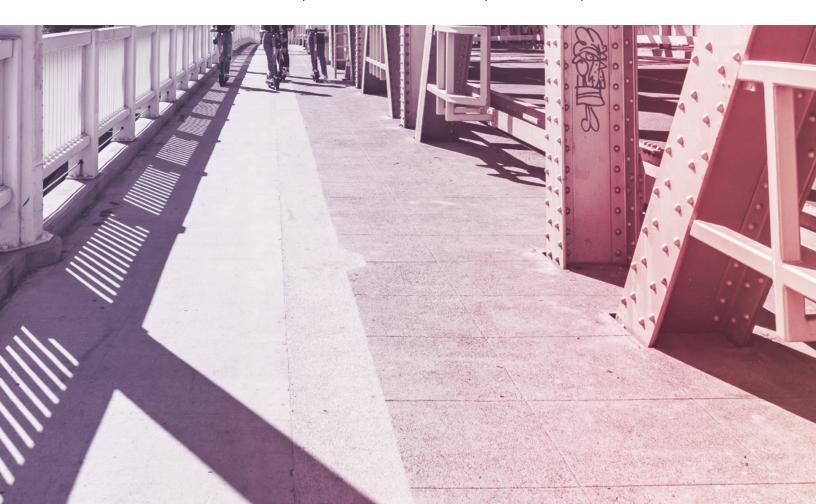## INTEGRATED JUSTICE INFORMATION SYSTEM (IJIS) STEERING COMMITTEE

The IJIS Steering Committee determines policy direction and project approval for IJIS. The committee ensures that projects are designed and implemented to meet the data sharing needs of 19 stakeholder organizations related to adult and juvenile criminal justice activities. A subcommittee of the Sacramento County Criminal Justice Cabinet, the IJIS Steering Committee is comprised of a technology committee responsible for project development and implementation of technology solutions and projects to address problems and needs identified by IJIS agencies and a security committee that provides direction for IJIS data security.

DEPARTMENT OF TECHNOLOGY ORGANIZATIONAL CHART

COUNTY EXECUTIVE
ANN EDWARDS

CHIEF DEPUTY COUNTY EXECUTIVE
DAVID VILLANUEVA

CHIEF INFORMATION OFFICER
RAMI ZAKARIA

EXECUTIVE ASSISTANT
ALEXA OCCHIPINTI

CORINNA ZOLLARS E-GOVERNMENT	**GLENN HERDRICH** SECURITY	**JOSH ABRAHAM** OPERATIONS	**MARK MUSSER** ENTERPRISE SERVICES	**REDDY GURRAM** HEALTH & SOCIAL SERVICES	**TRICIA COSKER** FISCAL SERVICES
JERRY GRAY IT MANAGER	**VACANT** IT MANAGER	**KURT SCHEUERMAN** IT MANAGER	**BECKY ANDREW** IT MANAGER	**ASHWIN VAGHASIA** IT MANAGER	**RUSTY GREENLEE** ACCOUNTING MANAGER
RONNIE RICHARDS IT MANAGER		**JIM WHEELER** IT MANAGER	**DAVE CEFALU** IT MANAGER	**KIN LAU** IT MANAGER	**ALICIA FAJARDO** ADMIN SERVICES OFFICER 2
SCOTT PORTER IT MANAGER		**PAUL WILCOX** TELCOM. MANAGER	**VACANT** CHIEF OF CUSTOMER SERVICES	**KEVIN BELL** IT MANAGER	
VENI GANDI IT MANAGER		**TONY SYLVIA** IT MANAGER	**JOE LEDESMA** IT MANAGER	**STEPHENE CURTIS** IT MANAGER	

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CORE PURPOSES, CORE VALUES, VISION, & MISSION

CORE PURPOSES

To improve quality of life through collaboration, innovation and technology

CORE VALUES

Customer Satisfaction

Commitment

Integrity

Continuous Improvement and Innovation

Collaboration

Accountability

VISION

Your preferred technology partner providing premier customer service experiences and innovative solutions

VALUES

Fulfilling the customer's vision through effective use of technology

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FOCUS AREA 1
EXPAND ELECTRONIC ACCESS TO COUNTY SERVICES

Goal 1 | Enhancing Information & Community Access to County Services via the Internet

The Department of Technology (DTech) is committed to extending the highest level of service to our customers by providing convenient access to County information and services anytime, anywhere and on any device. For example in 2021 after the completion of Census 2020, the County engaged the community in the Redistricting process. This is a required process that is used to balance County Districts based on Census data. Staff from DTech, Voter Registration, Clerk of the Board, and the Office of the County Executive collaborated to implement an open and inclusive outreach process. This was done in the midst of the COVID-19 pandemic which delayed the release of population data creating an extraordinarily tight timeline. A multitude of technology solutions were required to achieve our goals, together we created multiple opportunities for constituent education and input, the project was completed successfully within the required timeline.

- A custom website was developed to be the single source of information.
- The community was invited to attend hearings and district workshops in person, virtually over Zoom or via phone.
- All hearings and workshops were streamed live and were recorded for later viewing.
- Written comments could be submitted via email or on a Communities of Interest form that was available in multiple languages.
- Several mapping tools were made available to the public to submit their own draft map suggestions or they could use a paper map to submit ideas.

This year, our online inclusion objectives include:

- Update Google Analytics code on all SharePoint internet sites
- Acquire and publish the GIS Ortho Imagery 2022 Collection
- Purchase Electronic Document Review (EDR) software for the Building, Permits, and Inspection department.

Goal 2 | Supporting Major Business Projects to Promote Growth

We aim to be a strategic partner for County departments as they evaluate business needs and implement dynamic solutions in an evolving technology environment. DTech completed an annual assessment of the County's most critical systems to determine the support required to continue business operations. Many of the projects in the upcoming year come from this assessment and aim to retire legacy systems, automate business processes, and help Departments achieve their digital business strategy through application modernization.

Airports
- Implement Identity Management System (IDMS) for Badging Office
- Expand Airport and DMZ Storage

Board of Supervisors
- Purchase a Constituent Case Management software system for the Board of Supervisors

Child, Family and Adult Services
- Implement eSCARS Program for Child Protective Services (CPS)
- Purchase and Implement a vended DCFAS Customer Service Tracking System
- Enhance the DCFAS Contracts Database
- Establish Power Business Intelligence with data hubs for Administration and CPS at DCFAS
- Implement CPS Safety Plan automation application

Child Support Services
- Develop the "Deliver Excellent Customer Service (DECS)" system for DCSS - Phase 1

Clerk of The Board
- Initiate a records conversion project for the Clerk of the Board
- Purchase and implement software to manage the Boards and Commissions process
- Update Board Chambers Equipment

Environmental Management
- Implement HealthSpace to replace Environmental Management's line of business application

FOCUS AREA 1

Finance

▸ Initiate the first phase of the Tax System Replacement Project

▸ Creation and Implementation of a paperless process of Appropriation Adjustment Requests (AAR) Workflow

▸ Create application "Internal Orders" with Sap Fiori and convert HCM process to Fiori

Health Services

▸ Prepare for a Social Health Information Exchange (SHIE) between the Health Services and Social Service Providers

▸ Create a Client Portal for California Children's Services (CCS)

▸ Develop a replacement for CareTracker System at In-home Health Support Services Public Authority

▸ Procure and Implement a Wellness Crisis Call Center and Response System

Human Assistance (DHA)

▸ Implement a cloud computing platform in both Windows Azure and Amazon AWS in preparation for CalSAWS deployment in 2023

▸ Upgrade DHA Support development platform to the latest .NET core technology

▸ Manage development of processes to migrate DHA's SMART Task and Fraud Data to CalSAWS

▸ Implementation of CalWORKs intake to Service Center phase 1 & 2

▸ Develop new fiscal interfaces that will be compatible with CalSAWS and remove dependency on the mainframe

▸ DHA PC Refresh

▸ Implement Processes in COMPASS to Support CalSAWs

Office of the County Executive

▸ Create a Diversity, Equity, and Inclusion Resolution

Probation

▸ Conduct Youth Detention facility building refresh

Public Defender

▸ Gather requirements to modernize PD Clue for Public Defender

Technology

▸ Purchase a Web Content Management System Replacement

Voter Registration and Elections

▸ Support the November 2022 Election

FEATURED PROJECT

EMIT: A BIG STEP FORWARD FOR HOMELESS ENCAMPMENT SERVICES DELIVERY

Homeless people living in encampments have many needs, and several Sacramento County departments are working hard to meet those needs – from DHA/Office of Homeless Initiative (overall) to DHS (social services) to Sheriffs (physical safety) to DWR (sanitation and cleanup).

One issue in optimizing the delivery of County services to encampments has been the lack of a common data repository across departments providing the services. Each of those departments has used its own systems to track its encampment outreach and engagement activities, and the various systems currently do not communicate.

DTech's Health and Social Services Support Division, working closely with DHA's Office of Homeless Initiative, has developed the Encampment Management Information Tracking (EMIT) system. EMIT can accept data from the systems of each department involved in encampment services. EMIT doesn't simply store data. It has analytical and reporting functionality to meet both individual departmental needs and the big-picture needs of the Office of the County Executive.

EMIT has recently been completed and released for use and is in the initial phase. When it is in full use it will streamline the business processes for every County organization involved in encampment services delivery. It will make it much easier for involved departments to communicate, to learn from each others' experiences, and to work together synergistically.

FOCUS AREA 1

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FOCUS AREA 2
ENHANCE THE COUNTY'S IT INFRASTRUCTURE

Goal 1 | Improving the Capabilities of the Voice and Data Networks

County of Sacramento's Wide Area Network (CosWAN) supports fully converged voice, video, and data. The County has a robust security perimeter and extranet environment, supplemented by network, infrastructure, and virtualization and is delivering enhanced technical and business services to over 160 partners.

In the last year we have enhanced our data network with updated technologies and continue to do so. We have established a foundation for cloud connectivity by setting up space in the Digital Realty data center located in San Francisco. This co-location with Digital Realty gives us the space and equipment within a centralized data center to connect cloud services using high performance cloud architecture implementing all best practices for cloud deployment. This year we will do the work of connecting county services to this space utilizing MegaPort cloud-connect services. We also continue to make improvements where needed in our on-premise, data center networks. This year we will replace security perimeter switches with newer models that support advanced features.

Voice over Internet Protocol (VoIP) and data objectives include:

▸ Establish a dedicated link to Cloud Services to facilitate CALSAWS implementation and other Cloud-based services

▸ Decommission PRI Telephony Circuits and implement Session Initiation Protocol (SIP) Telephony Circuits

▸ Decommission the County's S8700 legacy telephony system and replace it with SIP technology

▸ Implement Cisco's Application Centric Infrastructure (ACI) at both of the County's data centers

▸ Upgrade the County's Cisco Unified Telephony Communications platform from version 11.5 to v14.x

▸ Refresh the County's security edge with an updated switching platform.

▸ Investigate and select an option for a hardware platform to refresh the County's customer edge

Goal 2 | Improving the Cost Effectiveness and Utilization of IT Resources and Services

DTech continuously looks to extend resources and services in a way that will provide cost efficiencies to departments across the County. In the coming fiscal year, we continue to look for cost and resource efficiencies by ensuring that the County workforce is operating in a current, supported technology environment.

Our Cost Effectiveness and Utilization objectives include:
- Upgrade Accela Building and Permitting software
- Upgrade FileNet to version 5.5
- Upgrade the MySacCounty user experience with SAP Fiori Launchpad
- Setup a Contract to Migrate Atlassian to the Cloud
- Implement SAP annual support packs
- Upgrade Mainframe Operating System

Goal 3 | Enhance Countywide Radio Communications Infrastructure

The Sacramento Regional Radio Communications System (SRRCS) is a region-wide public safety communications system resulting from a twenty five-year partnership of many governmental jurisdictions that have collaborated and shared resources to develop and operate a state-of-the- art public safety communication network.

In December 2020, SRRCS completed an eight-year transition from the analog radio system to a new 30-channel Project 25 (P25 or APCO-25) compliant system. This transition also included moving 18,400 radios off of the legacy radio system and onto the new P25 system. P25 is a suite of standards for digital radio communications for use by federal, state, and local public safety agencies in North America to enable them to communicate with each other during emergencies.

SRRCS is in the process of researching new capabilities for its radio subscribers. CalOES has approached SRRCS requesting a partnership in improving the State's interoperability on its new California Radio Interoperable System (CRIS). This statewide radio system, along with a proposed Cloud- based system from Motorola called Critical Connect, would allow interoperable communications from other radio users located throughout the State.

Our radio communication upgrade goals include:
- Replace SRRCS microwave back-haul network on all radio towers

FOCUS AREA 2

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FOCUS AREA 3

MANAGE INTERNAL IT SERVICE DELIVERY FROM A COUNTYWIDE PERSPECTIVE

Goal 1 | Deliver IT Services in a Consistent Manner Countywide

In order to deliver IT services in a more consistent manner across the County we will:

- ▸ Implement Microsoft M365 - Phase 1
- ▸ Formalize the Hardware Asset Management Program
- ▸ Migrate all .NET accounts to .GOV countywide
- ▸ Collapse the PWA Domain - Migrate into SacCounty Domain
- ▸ Redesign the SuccessFactors home page to increase the usability and functionality of the Countywide Learning Management, Onboarding and Performance Evaluation systems
- ▸ Migrate the ArcGIS Enterprise Platform from .NET to .GOV
- ▸ Upgrade the ArcGIS Enterprise Platform to 11.x
- ▸ Rollout DocuSign electronic signatures to all County departments, provide training, and encourage adoption
- ▸ Upgrade Privileged Account Management for modernization of the toolset and controls

FOCUS AREA 4
ENSURE THE COUNTY OPERATES IN A SECURED TECHNOLOGY ENVIRONMENT

Goal 1 | Deliver IT Services in a Secure and Consistent Manner

Secure IT service delivery requires continuous accurate tracking of information systems, supporting operating system (OS) versions, and frequent, regular auditing of those devices for potential security vulnerabilities and compliance issues. Additionally, it requires dynamic and constant monitoring of the state of those devices to guard against malware exploits or malicious access to those devices by external actors. To meet these requirements, we are issuing a comprehensive source of state-of-the-art security measures for the use of all County Entities. We are augmenting our technical capabilities and broadening and deepening their reach across County information systems and devices. Through ongoing updates to our training and auditing activities, we will continue to provide Workforce Members the information they need to recognize and foil increasingly sophisticated attempts to penetrate our cybersecurity defenses.

Our information security objectives:

▸ Conduct baseline cybersecurity assessments for new and existing County of Sacramento internally developed applications

▸ Require all new Information Systems to follow Authenticator Management controls and sub-controls defined in section IA-5 of the County Information Technology Security Manual and where feasible implement single-sign-on

▸ Expand Security Awareness Training to include Role-Based Training for high-risk roles

▸ Align Office of Compliance and Security Operation policies, procedures, and plans to the County Information Technology Security Manual

▸ Evaluate cybersecurity and privacy configurations for countywide M365 implementation

▸ Expand the Countywide repository of asset and vulnerability to include all County entities

▸ Operationalize the County Information Technology Security Manual as required by County Information Technology Security policy #3000

AWARDS & RECOGNITION

BEST OF THE WEB – 1ST PLACE WINNER

The Center for Digital Government announced Sacramento County's website took first place honors in its 2015 Best of the Web Award, County Portal category. For 20 years they have recognized cities, counties, and states throughout the U.S. for their outstanding portal websites. The County won for its creation of the Sacramento County website: www.saccounty.net.

DIGITAL COUNTIES SURVEY WINNER – 6TH PLACE

Sacramento County continues to be recognized as a national digital leader, securing sixth place in the Center for Digital Government's 2017 Digital Counties Survey. Sacramento County is leading the way in IT-related initiatives that involve citizen engagement, policy, operations, and technology/data.

DIGITAL GOVERNMENT ACHIEVEMENT AWARDS

Two County projects received special accolades from the Center for Digital Government's 2016 Digital Government Achievement Awards. Hack4Sac, the County's first ever civic technology engagement event, won in the Driving Digital Government Local category. In the Internal Government category, the Department of Human Assistance Service Management Reporting Tool (SMART) earned recognition.

RECOGNITION FROM THE PUBLIC TECHNOLOGY INSTITUTE

Sacramento County is one of four jurisdictions nationwide to receive the 2017 Tech Savvy designation. Through this award, the Public Technology Institute recognizes local governments who represent a culture of excellence through technology governance and enterprise-wide practices.

OTHER

Sacramento County has also been designated as a 2015-2017 Citizen Engaged Community in recognition for excellence in the County's 311 Connect program.

COUNTY OF SACRAMENTO

BOARD OF SUPERVISORS

2022

PHIL SERNA District 1

PATRICK KENNEDY District 2

RICH DESMOND District 3

SUE FROST District 4

DON NOTTOLI District 5

ANN EDWARDS COUNTY EXECUTIVE

"Information Technology Plan 2022 - 2023"

SACRAMENTO
COUNTY