



2023 - 2024

INFORMATION TECHNOLOGY PLAN

INNOVATION | COMMITMENT TO EXCELLENCE IN PUBLIC SERVICE

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COUNTY MISSION, VISION, & VALUES

CORE PURPOSE

Enriching communities to thrive

VISION

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

COUNTY MISSION, VISION, & VALUES

MISSION

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

CORE VALUES

Principled

Respect

Innovation

Diversity and inclusion

Excellence

MESSAGE FROM **THE ASSISTANT COUNTY EXECUTIVE OFFICER**

Sacramento County's 2023-24 Information Technology (IT) Plan outlines our commitment to providing secure access to the County's services and information across multiple devices. This plan represents a significant step forward in our efforts to enhance efficiency, innovation, and security within our operations.

Key objectives of the IT Plan include the next phase of implementation of the Tax System Replacement Project, transitioning County staff to M365, department-specific projects, and software and hardware upgrades and replacements. By leveraging cutting-edge technologies and industry best practices, we will continue to provide a robust and efficient platform that enhances accuracy,

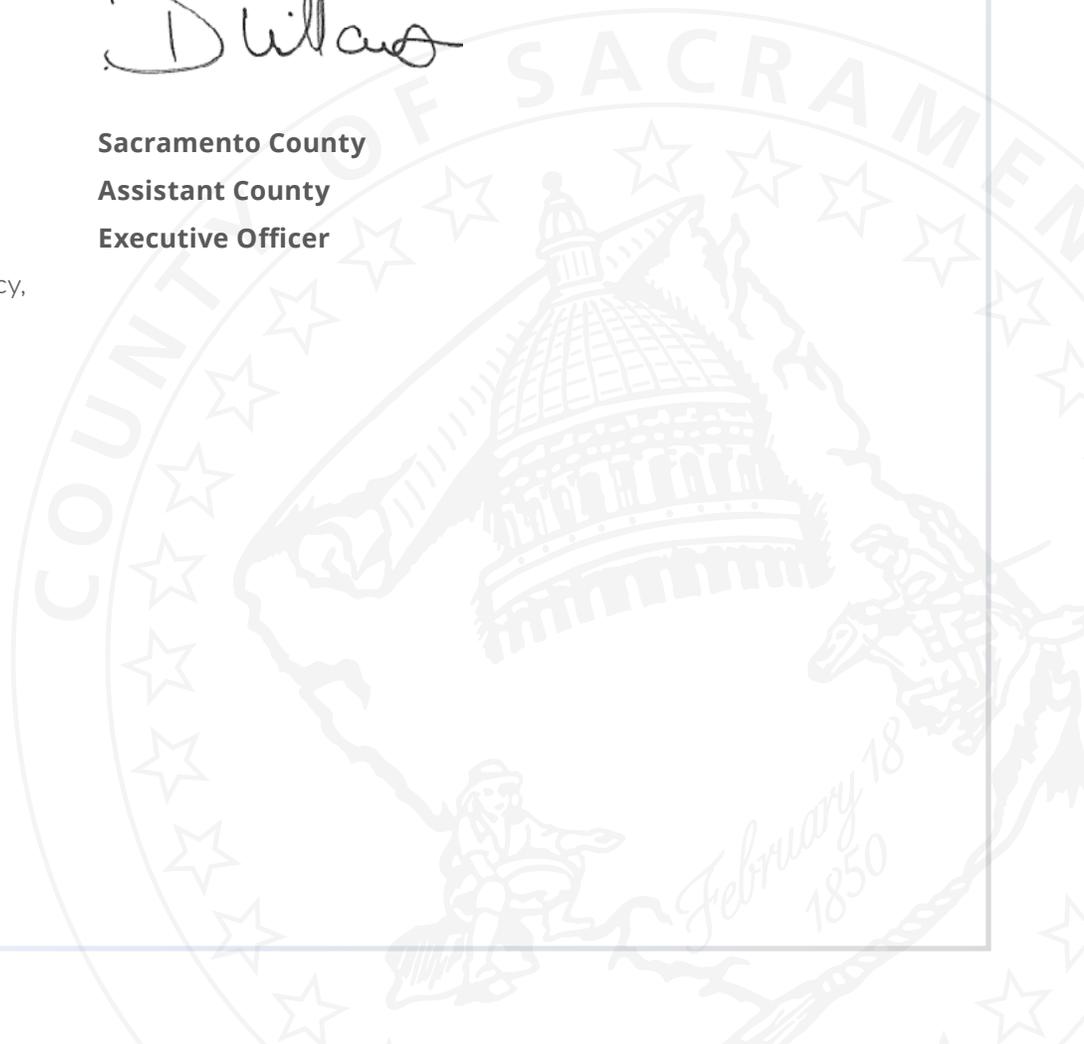
with our internal departments and residents. Our commitment to providing accessible and reliable services remains unwavering, and this IT Plan serves as a roadmap to achieving that goal.

We are excited about the opportunities that lie ahead and remain dedicated to leveraging technology to enhance the quality of life for all residents of Sacramento County.

David Villanueva



**Sacramento County
Assistant County
Executive Officer**



MESSAGE FROM THE CHIEF INFORMATION OFFICER

As the Chief Information Officer of Sacramento County, I am pleased to present to you our comprehensive Information Technology (IT) Plan for the Fiscal Year 2023-24. Our Department of Technology is dedicated to serving as a crucial partner for all County departments, working tirelessly to build a robust IT infrastructure that supports County services, enhances user accessibility to information across desktop and mobile devices, and implements cost-effective technical solutions.

This year's IT Plan encompasses several key initiatives that will further strengthen our technological capabilities and improve the delivery of services to our community. Allow me to highlight some components of our plan:

- Countywide transition to Microsoft 365: We are embarking on a significant undertaking to transition our systems to the Microsoft 365 platform. This shift will streamline collaboration, enhance productivity, and provide a consistent user experience across County departments.
- Tax System Replacement Project: Building on previous efforts, we will commence the next phase of the Tax System Replacement Project. This initiative aims to modernize our tax systems, improve efficiency, and deliver enhanced services to our residents.
- Authenticator Management controls for new information systems: We are implementing stringent Authenticator Management controls, ensuring that all new information systems adhere to the highest security standards, helping to safeguard sensitive data and protect against unauthorized access.
- Social Health Information Exchange (SHIE): In collaboration with Health Services and social service

providers, we are preparing for the establishment of a Social Health Information Exchange, which will facilitate seamless information sharing and coordination, ultimately improving the delivery of social and health services to residents.

- Configuration and testing for the October 2023 CalSAWS system launch: We are diligently working on the configuration and testing phases leading up to the October 2023 launch of the CalSAWS system.
- Software and hardware upgrades: To keep up with evolving technologies, we have scheduled several software and hardware upgrades throughout the County, which will enhance performance, improve user experiences, and optimize our IT infrastructure.

I would like to express my gratitude to our exceptional IT operations team and staff. Your dedication and expertise are vital in ensuring that our County remains at the forefront of technological advancements. Together, we will continue to provide our departments and customers with the best possible user experience.

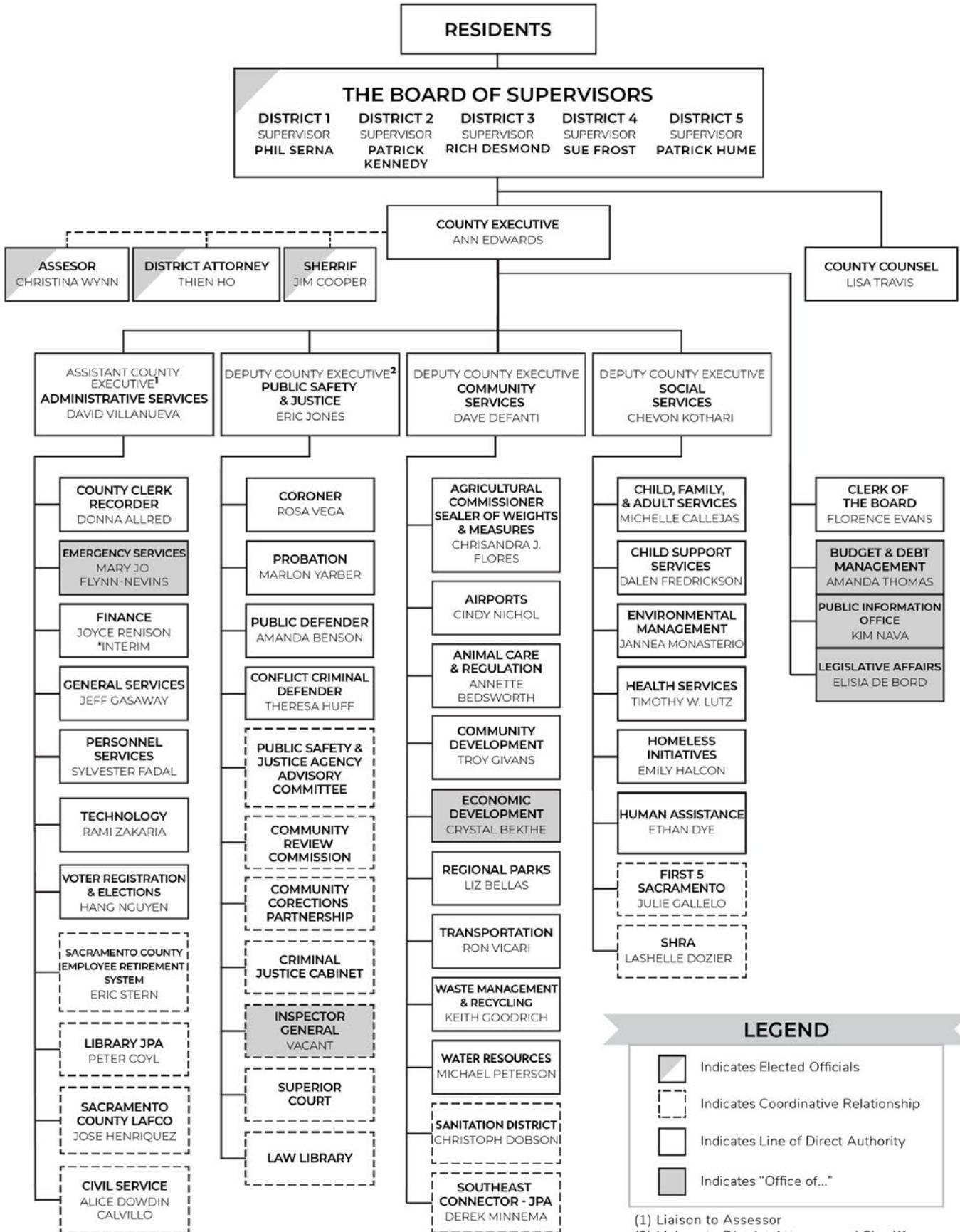
Rami Zakaria



**Sacramento County
Chief Information Officer**



COUNTY ORGANIZATIONAL CHART



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

1

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).

2

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 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.

3

GEOGRAPHICAL INFORMATION SYSTEM (GIS) STEERING COMMITTEE

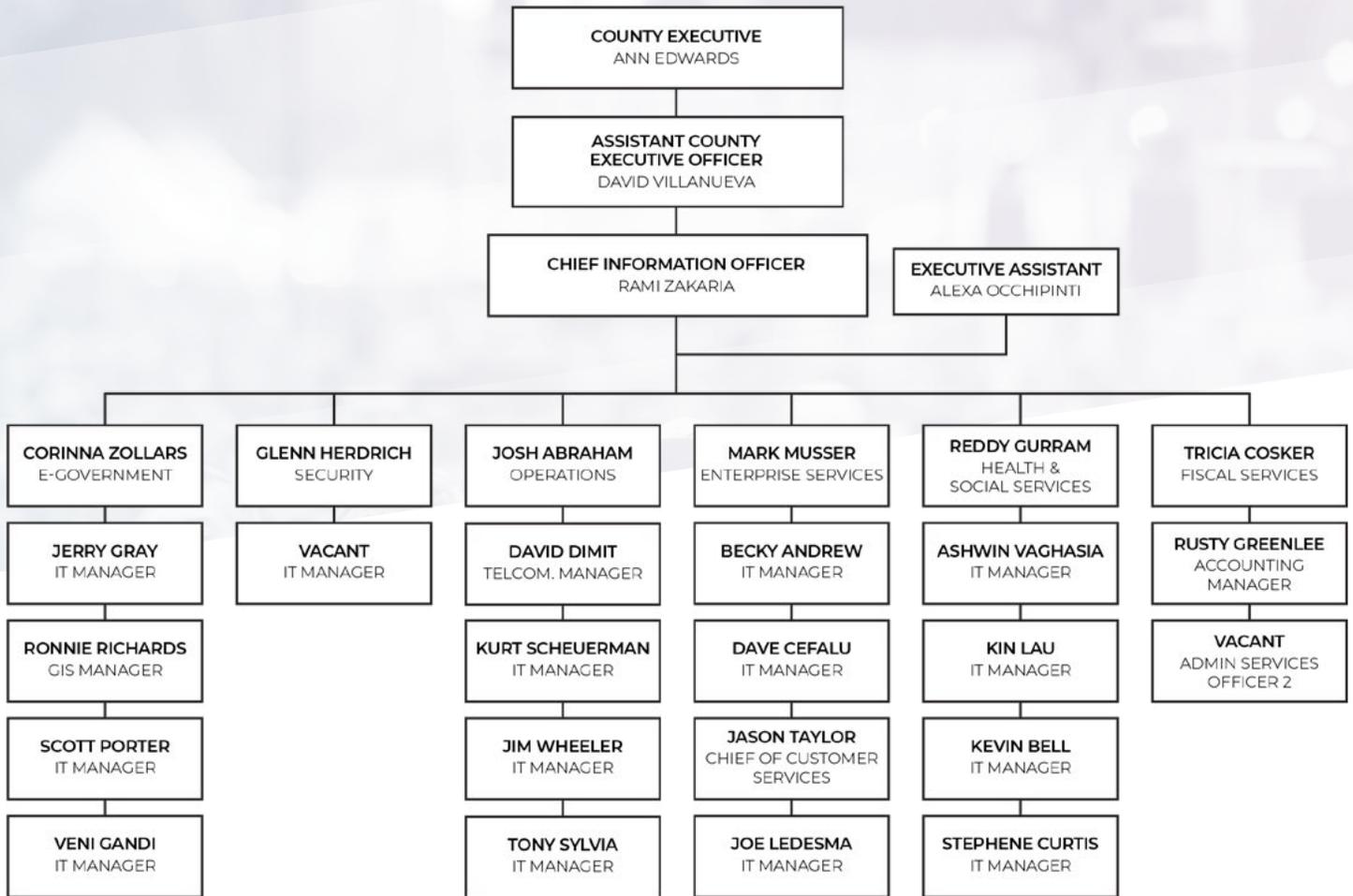
The GIS Steering Committee recommends policies and provides guidance for the application of Geographic Information Systems technology in Sacramento County. The committee advocates for shared resources, coordinated integration, and delivery of geographic information in order to provide superior service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

4

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



DEPARTMENT OF TECHNOLOGY

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

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.

This year, DTech will develop a public-facing portal for California Children Services (CCS) registered clients, primarily encompassing family members, to conveniently access and request program services. Through the user-friendly platform, clients will be able to enjoy the convenience of submitting their applications online, replacing the paper-based method. All associated data and documents will be stored in the central repository, ensuring easy retrieval and enhanced data management capabilities. In addition, CCS staff will use the portal as a case management system and a secure method for two-way communication with registered clients. Messages and important updates will be seamlessly transmitted, ensuring timely, and effective information exchange. The implementation of this portal will automate workflows, streamline business processes, centralize the case information, reduce paper forms, and allow swift and accurate handling of requests.

This year, our online objectives include:

- ▶ Implementation of a new Web Content Management System, WCMS
- ▶ Roll out of Microsoft 365 SharePoint Online
- ▶ Develop Dashboards Representing Drug and Motor Vehicle Deaths
- ▶ Adding staff dedicated to Web Accessibility
- ▶ Migrate intranet to SharePoint Online

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.

BOARD OF SUPERVISORS

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

CHILD, FAMILY AND ADULT SERVICES

- ▶ Design and develop Workforce Information Services Ecosystem (WISE), for workforce information and administrative process automation
- ▶ Design and develop, Service Management & Information Link Engine (SMILE), platform to digitize DCFAS business processes including: Customer Service Tracking, Birth and Beyond referral process, Court Reports Automation and Drug Testing result automation

CHILD SUPPORT SERVICES

- ▶ Implement new Referral Management System, Delivering Excellent Customer Service (DECS).

CLERK OF THE BOARD

- ▶ Initiate a records conversion project for the Clerk of the Board
- ▶ Update Board Chambers Equipment
- ▶ AgendaNet Upgrade to OnBase EP5

COMMUNITY DEVELOPMENT

- ▶ Implement an Electronic Document Review (EDR) for the Building, Permits and inspectors Department.
- ▶ Environmental Management
- ▶ Implement HealthSpace to replace Environmental Management's line of business application

FINANCE

- ▶ Initiate the second phase of the Tax System Replacement Project Implementation
- ▶ Upgrade OpenText Platform enhancing the interface and ADA capabilities
- ▶ Employee Mileage Automation in Concur
- ▶ New COMPASS Workflow Automation for Internal Orders
- ▶ Implementation of paperless process for approving Appropriation Adjustment Requests (AAR)

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)
- ▶ Create a web application for public grievances information
- ▶ Implement Phase 1 of Semi-State Electronic Health Record System
- ▶ Implement the Electronic Prescribing for Controlled Substances (EPCS) functionality within AthenaPractice

HUMAN ASSISTANCE (DHA)

- ▶ CalSAWS implementation -October 2023 go-live
- ▶ CalSAWS migrate 42 plus million documents into the cloud
- ▶ DHA PC Refresh
- ▶ Replacing or upgrading over 2000 desk phones

PROBATION

- ▶ Conduct Youth Detention facility building refresh
- ▶ Probation DTech Staff move to Folsom Blvd

SCERS

- ▶ Implement new Retiree Portal

TECHNOLOGY

- ▶ Implementing Password-less Authentication – FIDO2 Tokens
- ▶ Acquire and Implement M365 Backup Solution
- ▶ Implement M365 OneDrive + SharePoint Online

FEATURED PROJECT

M365 PROJECT

The Department of Technology will partner with all Sacramento County departments to enrich user experience through the implementation of Microsoft 365. The project, which touches all 10,000+ employees, is occurring in phases. Phase 1, which was completed in July 2023, brought the County improved collaboration with Teams and M365 Office applications. Phase 1 also introduced modern features that weren't previously available in the county's on-premise environment by migrating over 13,000 Outlook email accounts and calendars to the cloud all within 4 months. This project included a monumental communication and training effort that produced over 120 project communications and 30 virtual training sessions that had anywhere from 200 - 350 attendees per session. In addition, the county has added weekly training session to support the learning curve of Teams and has held over 50 meetings so far.

This year, Phase 2 will enhance collaboration and streamline productivity by migrating personal drives to OneDrive for Business which will not only result in improved security and version control, it will allow customers to access personal drive files from anywhere. SharePoint Online services will be modernized to enhance user's experience while reducing the overall cost of maintaining SharePoint sites by migrating them to the cloud, reducing costs associated with administration and maintenance.

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 network traffic and transports voice, video, and data across a single infrastructure. 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, DTech completed our first dedicated connection to the Cloud with 10 Gbps of dark fiber between our data center at 799 G Street and Digital Realty's cloud colocation facility in San Francisco. This gives us the ability to access cloud resources like Microsoft Azure and Amazon Web Services in a much more responsive and secure manner than transacting the same traffic across the internet. In May of 2023, DTech successfully negotiated a lease agreement with Cisco Systems to provide all CoSWAN replacement equipment and software necessary to keep the network and telecommunications systems current through 2028. This agreement allows staff to access any of the equipment as needed as opposed to replacing 1/5 of the equipment each year.

Voice and data network objectives include:

- ▶ Complete the deployment of secure, inter-cloud connectivity to all major cloud service providers
- ▶ Decommission legacy telephone circuits and last analog telephony switch to complete the migration to new Session Initiation Protocol (SIP) Telephony Circuits

- ▶ Refresh the County's wireless access edge with over 500 new Meraki, WiFi-6 wireless access points
- ▶ 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 network security edge
- ▶ Refresh all customer access network switches at the majority of the 200+ County facilities
- ▶ Deploy Cisco Digital Networking Architecture Center (DNAC) for the entire customer edge

Goal 2: Improving the Efficiency 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
- ▶ Create high-fidelity dashboards to visualize vast amounts of COMPASS business data
- ▶ Setup a Contract to Migrate Atlassian to the Cloud

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.

Our radio communication upgrade objectives include:

- ▶ Replace SRRCS microwave back-haul network on all radio towers.
- ▶ Implementing a service system from Motorola called Smart Connect, allowing radios outside County coverage to connect to County systems.

FOCUS AREA 3

MANAGE INTERNAL IT SERVICE DELIVERY FROM A COUNTYWIDE PERSPECTIVE

Goal | Deliver IT Services in a Consistent Manner Countywide

Sacramento County continually strives to deliver all aspects of IT in a uniform way across all departments, making collaboration and work efforts easier and more efficient. This year the efforts in this area include implementing Microsoft 365 (M365) for all county departments so that real-time collaboration, transparency, and sharing become an instant reality. Microsoft 365 is designed with collaboration and security in mind. New and innovative applications will help departments achieve more in less time all while utilizing intelligent cloud services, and world-class security.

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

- ▶ Implement M365 OneDrive + SharePoint Online
- ▶ Formalize the Hardware Asset Management Program
- ▶ Upgrade ArcGIS Enterprise Platform to 11.1

FEATURED PROJECT

.NET TO .GOV MIGRATION PROJECT

In an effort to continue bolstering the security of government entities, CA SB 1637 was recently amended in May 2023. Ensuring all government sites are more identifiable, and more accurately and securely managed by placing all government entities digital presence into .Gov domains by January 1st, 2027.

Sacramento County has used the SacCounty.net domain name to define itself on the Internet and Intranet spaces for many years. With the acquisition of the SacCounty.gov domain name, Sacramento County began working on migrating its internet, intranet and email services from .net to .gov. in 2021, years ahead of the recent update to SB 1637. This effort was successfully completed in February 2023. Updating over 300 Internet and Intranet sites with over 1.25 million unique monthly views and the conversion of over 10,000 user accounts.

FOCUS AREA 4

ENSURE THE COUNTY OPERATES IN A SECURE TECHNOLOGY ENVIRONMENT

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

Secure IT service delivery is paramount for the integrity and efficacy of our operations. It calls for systematic tracking and auditing of information systems, including OS versions and devices, and continuous monitoring against potential vulnerabilities. We are implementing a robust security framework, with advanced measures applicable to all County Entities. This will not only bolster our technical capabilities but also widen their reach across our infrastructure. In addition, we are committed to keeping our workforce well-informed and equipped to fend off sophisticated cyber threats.

Key Objectives:

- ▶ Implementation of Authenticator Management Controls: All new Information Systems will comply with the controls and sub-controls defined in section IA-5 of the County Information Technology Security Manual. Additionally, single-sign-on will be leveraged where possible.
- ▶ Enhanced Security Awareness Training: Security Awareness Training will be extended to include Role-Based Training for additional high-risk roles and to meet compliance requirements.
- ▶ Policy Alignment: Office of Compliance and Security Operation policies, procedures, and plans will be aligned with the County Information Technology Security Manual.
- ▶ Expanded Asset and Vulnerability Data Repository: The Countywide repository will be expanded to include asset and vulnerability data from all County entities.

- ▶ Operationalization of IT Security Manual: The County Information Technology Security Manual will be operationalized as required by County Information Technology Security policy #3000.
- ▶ Establishment of Identity Governance: Identity management will be centralized, employing Role-Based Access Control. Efforts will be made to strengthen employee training and awareness. Regular audits and monitoring will be conducted.
- ▶ Data Classification Program: A program will be established that defines clear classification criteria, assigns ownership for accountability, implements classification tools and processes, and reviews and updates data classification policies and procedures regularly.

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.

BOARD OF SUPERVISORS 2023



PHIL SERNA

District 1



PATRICK KENNEDY

District 2



RICH DESMOND

District 3



SUE FROST

District 4



PAT HUME

District 5



ANN EDWARDS

County Executive





INFORMATION TECHNOLOGY PLAN

2023 - 2024

Published by Rami Zakaria
Chief Information Officer
County of Sacramento

799 G Street, Suite 709
Sacramento, CA 95814
ZakariaR@saccounty.gov
916.874.7825

