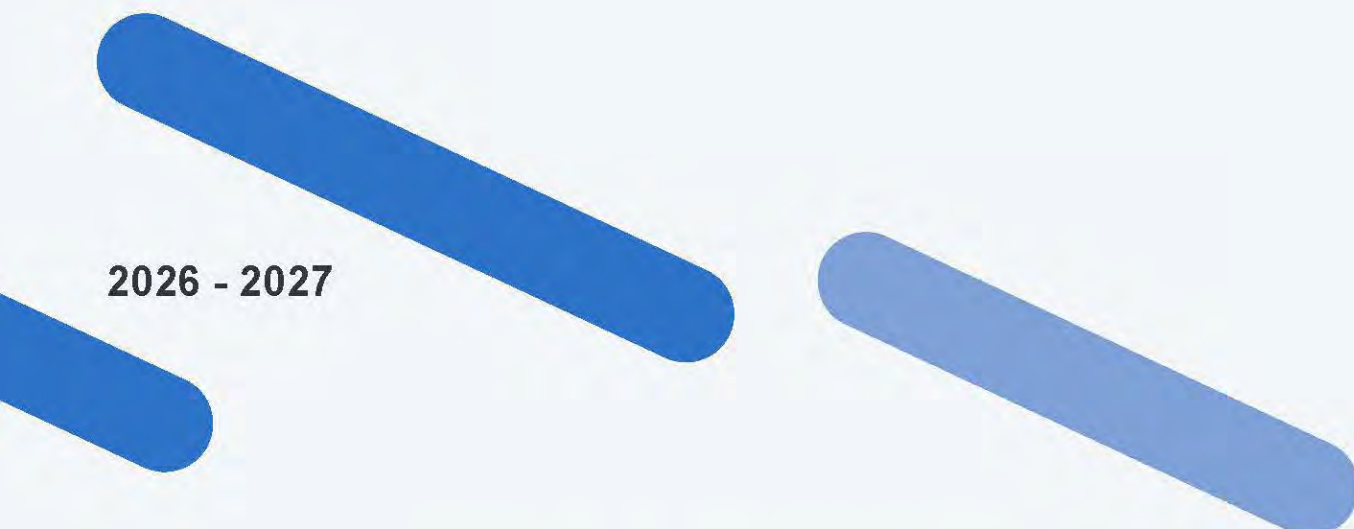




2026 - 2027

INFORMATION TECHNOLOGY PLAN



INNOVATION

COMMITMENT TO EXCELLENCE IN PUBLIC SERVICE



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

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

County Executive Message

The 2026–27 Information Technology Plan marks an important step forward in Sacramento County’s commitment to delivering modern, secure, and reliable services. Each year, our technology investments play a critical role in improving service delivery and ensuring that our departments have the tools they need to operate effectively.

This year’s plan reflects that responsibility and charts a path that is both ambitious and practical. The County-wide Public Safety Radio System upgrade represents one of the most significant infrastructure improvements we will undertake over the next several years. By replacing a system nearing the end of its lifecycle, we’re making sure that more than 27,000 radios across 70+ agencies can continue to communicate reliably.

We have deployed a diverse portfolio of AI projects across multiple departments to enhance efficiency and innovation. Completed projects include AI-powered chatbots for countywide policy access and 311 services, automation tools for invoice processing and class/pay evaluations, and specialized search engines for CALSAWS reports and policy handbooks. Ongoing efforts include integrating generative AI (Anthropic Claude, ChatGPT) to enhance efficiency.

We are also making critical advancements in Identity Access Management. These updates reflect our continued focus on protecting sensitive data and creating smarter systems that allow departments to focus more time serving the public.

Finally, our Data Loss Prevention initiative illustrates our commitment to safeguarding County information. As we monitor data activity and continue staff training, we are building a culture of awareness that ensures the right people have the right access at the right time.

These efforts show how technology is powering our ability to serve Sacramento County in innovative ways. I want to recognize everyone in the Department of Technology for their hard work and dedication. Your commitment to improving County operations continues to propel us forward!

David Villanueva

County Executive

Message from the Chief Information Officer

I am pleased to introduce our Information Technology (IT) Plan for Fiscal Year 2026–27. Our Department of Technology (DTech) remains committed to partnering with all County departments to maintain a strong, secure, and reliable technology foundation that supports essential public services and enhances access for our residents and employees.

This year's IT Plan features several major initiatives that will further strengthen our operational capabilities, modernize core systems, and improve how we deliver services to the community.

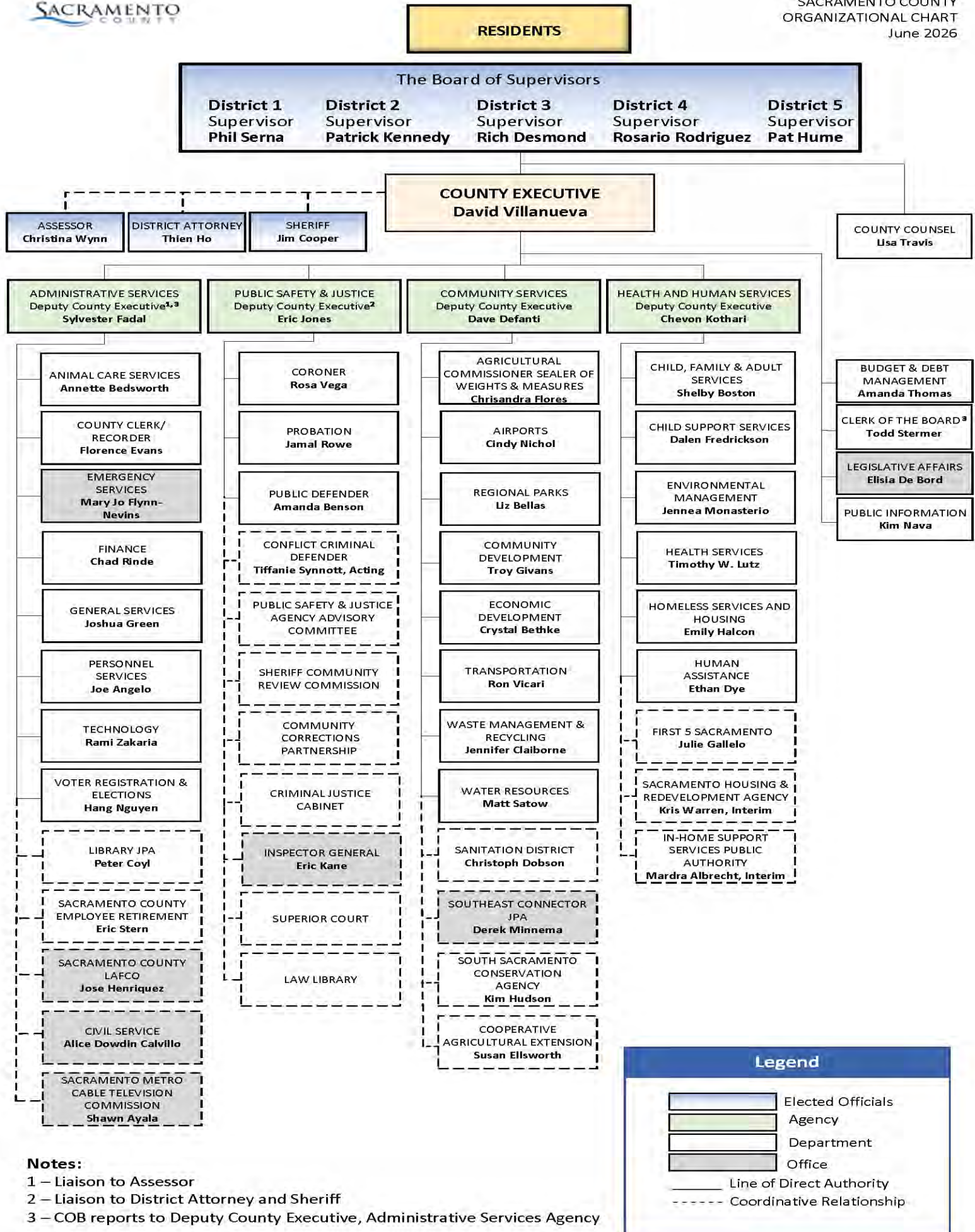
Highlights of the plan include:

- **Project25 (P25) Radio System Upgrade:** We are moving forward with a comprehensive upgrade to the County's P25 Radio System, ensuring reliable, interoperable communication for our public safety partners. This upgrade will enhance coverage, improve system performance, and support the critical work of first responders across Sacramento County.
- **Implement HR Case Management System (HRCM):** To improve efficiency and transparency in human resources service delivery, we are implementing a modern HR Case Management System. This system will streamline case tracking, standardize workflows, and improve employee experience by ensuring timely, consistent, and well-documented HR support.
- **Identity and Access Management (IAM):** Strengthening digital identity lifecycle management continues to be a top priority. This year's IAM efforts focus on improving automation, reducing manual processes, and enhancing security controls so the right individuals have the right access at the right time. These improvements are essential to protecting County data and maintaining secure, efficient operations.
- **Implement Boards and Commissions Agenda Management:** We are implementing a new agenda management solution to support Boards and Commissions. This system will simplify agenda creation, streamline public posting, and enhance transparency by making materials more easily accessible to both staff and the community.

These initiatives will help ensure that our technology environment remains secure, resilient, and aligned with the evolving needs of County departments and the public we serve.

I want to express my sincere appreciation to the dedicated staff of the Department of Technology. Your expertise, hard work, and commitment to excellence continue to drive our progress forward. Thank you for your ongoing service to Sacramento County.

Rami Zakaria
Sacramento County Chief Information Officer



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 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.

Integrated Justice Information System (IJIS) Steering Committee:

The IJIS Steering Committee sets policies and approves projects for IJIS, catering to the data sharing needs of 19 criminal justice organizations related to adult and juvenile criminal justice activities. As part of the Sacramento County Criminal Justice Cabinet, the IJIS includes a technology committee for project development and implementation, and a security committee overseeing data security.

Accela Steering Committee:

The Accela Steering Committee provides strategic direction, sets priorities, allocates resources, and makes policy decisions regarding the Countywide Accela Program. It guides major initiatives, promotes cross-departmental awareness and coordination, and provides fiscal oversight to support the program's long-term sustainability. The committee is comprised of executive stakeholders from participating departments, meets monthly, and is chaired by the CIO.

Department of Technology Organizational Chart

Chief Information Officer: Rami Zakaria

- Executive Secretary: Erica Kaiser

E-Government: Reddy Gurram

- IT Manager: Jerry Gray
- IT Manager: Scott Porter
- IT Manager: Ryan McLean

Operations: Veni Gandhi

- Telecom Manager: Randy Costa
- IT Manager: Kurt Scheuerman
- IT Manager: Rhea Heuermann
- IT Manager: Joe Ledesma
- Security Manager: Glenn Herdrich

Enterprise Services: Katie Regan

- IT Manager: Becky Andrew
- GIS Manager: Ronnie Richards
- IT Manager: Dominic Thompson
- Customer Service Officer: Natalya Outbir
- IT Manager: Hema Madanu

Health & Social Services: Kin Lau

- IT Manager: Ashwin Vaghasia
- IT Manager: Muhammad Hanif
- IT Manager: Kevin Bell
- IT Manager: Mike Morris

Fiscal Services: Tricia Cosker

- Accounting Manager: Rusty Greenlee
- Admin Services Officer 3: Pang Moua

Department of Technology — Core Purposes, 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

Mission:

Fulfilling the customer's vision through effective use of technology

Focus Area 1: Expand Electronic Access to County Services

Goal 1: Enhance Information & Community Access via the Internet

- Implement enhanced search for the County public website
- Implement Illegal Parking intake via 311 Connect
- Expand utilization of the 311 chatbot
- Complete migration of the Countywide intranet to SharePoint Online
- Increase accessibility across Sacramento County's online footprint to meet the WCAG 2.1 AA standard
- Upgrade Accela public portal
- Enhance MySCERS for multi-year statements, new SPC tile, and add 1099 documents
- Redesign and develop Bradshaw Pets application

Featured Project:

Accela Public Portal Upgrade

The upcoming Accela Public Portal upgrade will provide residents with a modern, mobile-friendly experience for accessing County permitting services. The upgrade will align our branding and layout with County communication standards, streamline user account management, and introduce the Permit Picker tool to help applicants identify the appropriate permit process for their project. Simplified navigation and self-service features will improve accessibility, reduce administrative effort, and make the portal easier for both residents and County staff to use.

Goal 2: Support 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 (AP)

- Implement Identity Management System (IDMS) for SMF Access Control
- Improve parking with camera-based Parking Guidance System (PGS)
- Enhance Purchase Request System (PRS)

Animal Care Services

- Redesign and develop Bradshaw Pets application

Child, Family and Adult Services (DCFAS)

- Implement CWS-CARES (cloud replacement for CWS/CMS)
- Automate CWS referral processing via document data extraction
- Digitize contract lifecycle with workflow-driven platform
- Launch DCFAS Portal for onboarding, compliance, scheduling, documentation, background checks, and matching

Child Support Services (DCSS)

- Delivering Excellent Customer Service (DECS) modernization

Clerk of the Board (COB)

- Implement consolidated Boards & Commissions Agenda Management
- Enable Zoom for Board meetings to support constituent comments
- Upgrade OnBase to support accessibility and WCAG requirements
- Implement outdoor kiosk systems (pending PEG funding)
- Coordinate PEG 26/27 software and hardware upgrades
- Rewrite and enhance Request to Speak (RTS)

Community Development

- Build out Engineering, Survey, Code Enforcement, and Planning Accela modules
- Adjust Planning Hearing bulk processes to avoid vendor maintenance window conflicts

Conflict Criminal Defenders

- Develop CCD-CLU application to view court case information

Coroner

- Enhance CME application (features and reports with VertiQ vendor)

County Clerk/Recorder

- Implement Recorder Notification Program per SB 255 by Jan 1, 2027

County Executive Office

- Develop Transient Occupancy Tax (TOT) database

Environmental Management (EMD)

- Provide public portal access to EMD services and records

Finance

- Redesign and relaunch Business Licensing Accela module
- Update unsecured and secured main roll bulk prints
- Automate Treasury Bond Transcript processing with AI

General Services

- DGS Billing Rewrite (Phase 6) to replace classic ASP site

Health Services (DHS)

- Go live with first phase of Social Health Information Exchange (SHIE)
- Implement Behavioral Health Bridge Housing (BHBH) application
- Deploy public Homeless Impact & Outcomes Dashboard

Human Assistance (DHA)

- Collaborate on County Operational Redesign Effort (CORE)
- AI Case Review (Call Analytics/Calabrio) for interview quality
- AI Case Review to modernize CalFresh error-rate process
- AI Lobby Live Translation for in-person interviews

Personnel Services (DPS)

- Implement Drug & Alcohol Testing and Employee Relations phases of HRCM

Probation (PROB)

- Youth Detention Facility building refresh

Public Defender

- Upgrade PD-CLU case viewing
- Upgrade PD-Stars reports with charge information from IJIS

Technology (DTech)

- Collapse COSPUB domain into SacCounty domain
- Develop County AI Redaction Tool
- Automate Treasury Bond Transcript processing with AI
- Refresh Accela modules per governance charter
- Issue RFP for Enterprise Resource Planning (ERP)
- Automate employee mileage in Concur
- Implement policy and procedure database
- Upgrade FileNet (Windows/SQL Server 2016 → 2025)
- Migrate Manifest from Atlassian Assets to SQL Server
- Implement Accela Document Storage search tool
- Develop SacGovXREF Portal
- Enhance Justice Log Portal
- Migrate custom apps to Windows Server 2025 and SQL Server 2022

Waste Management & Recycling

- Integrate Routeware with FOCUS system

Water Resources (DWR)

- SharePoint Online migration and M365 adoption
- Invoice process improvement
- SharePoint employee directory
- SharePoint policy and procedure database

Focus Area 2: Enhance the County's IT Infrastructure

Goal 1: Improve Capabilities of Voice and Data Networks

Refresh firewall systems, replace Countywide phones, upgrade wireless access with Meraki WiFi-6 access points, and refresh customer access networks across more than 200 facilities to improve capability and security.

- Deploy Network Access Control across the customer edge
- Conduct Countywide network infrastructure assessment
- Complete telephony alternative feasibility study

Goal 2: Improve Efficiency and Utilization of IT Resources and Services

- Decommission County mainframe
- Operate Security Operations to protect systems and data
- Review hardware and software expenditures
- Replace Oracle Data Appliance infrastructure

Goal 3: Enhance Countywide Radio Communications Infrastructure

Sacramento Regional Radio Communications System (SRRCS) is a region-wide public safety communications system developed through long-standing collaboration among jurisdictions.

- Replace generator at South Substation
- Replace generator at Carpenter Peak site
- Replace HVAC units at Station 21 shelter

P25 Radio System Upgrade

The County of Sacramento is excited to announce a significant upgrade with the replacement of our County-wide Public Safety radio system. We are embarking on a 6-year journey to replace our current system that is slated to reach the end of its lifecycle in 2030. The new system will help us deliver a modern, secure, and long-term solution to our constituents.

Our goal is to provide a system that is new and supportable for the next 20 years that will allow our users to experience the same level of reliability that they've come to expect, without having to upgrade their radios. We understand the importance of ensuring that every user, regardless of whether they're public safety or public works, has complete trust in their day-to-day communications.

To achieve this, we will collaborate closely with stakeholders and Motorola to gather input and insights. This collaborative approach will ensure that the new design meets the needs of our diverse community and is done in a safe and effective way.

Key features of the new system will include:

Modern Design: The Gold Standard of Motorola radio systems will include a virtual prime site with a smaller footprint and power requirement that makes it more efficient and allows for an enhanced backup emergency power runtime. The radio sites will include new equipment racks that have a larger channel capacity, going from 6 to 12 channels per rack encompassing all of our 340 channels, as well as all new network elements and monitoring solutions that will be upgraded biennially to ensure they are kept current

Accessibility: Enhanced accessibility features to ensure inclusivity for all users, optimized for seamless use on cellular and WiFi networks, providing flexibility for users on the go in poor coverage areas.

Public Safety Facing: Since most of our users are Public Safety agencies, the system will be designed for reliability and hardened to provide redundancy and security on all levels.

We support more than 27,000 radios across 70+ agencies and remain committed to delivering a reliable communications system that protects all users and reinforces the trust placed in the Sacramento County radio team.

Focus Area 3: Manage Internal IT Service Delivery from a Countywide Perspective

Goal: Deliver IT Services in a Consistent Manner Countywide

The COSPUB domain collapse project focuses on streamlining domain management and enhancing overall efficiency by decommissioning the COSPUB domain. The project involves migrating objects to the more secure SacCounty domain, which reduces the risk of security vulnerabilities that can arise from misconfigurations or outdated practices. This initiative will help Sacramento County's Department of Technology achieve a more secure and organized IT infrastructure, ultimately benefiting all departments and users.

Our consistent service delivery objectives include:

- Collapse the COSPUB Domain - Migrate into the SacCounty Domain
- Update the GIS Viewer to the latest web mapping API
- Formalize the Hardware Asset Management Program
- Upgrade the ArcGIS Enterprise Platform to 12.1
- Countywide Telephony Assessment
- Rollout ChatGPT and Claude to pilot project group across the County

Focus Area 4: Ensure the County Operates in a Secure Technology Environment

Goal 1: Ensure Secure and Consistent IT Service Delivery

Protecting County systems and data is a top priority. This year, we are focusing on two key areas: improving digital identities management and strengthening how we prevent data loss. They reduce security risks, meet compliance requirements and build trust in County systems.

Our technology security objectives include:

- Operationalize the County Information Technology Security Manual as required by County Information Technology Security policy #3000
- Expand Security Awareness Training to include Role-Based Training for high-risk roles
- Establish Automated Identity Management Lifecycle
- Align Office of Compliance and Security Operation policies, procedures, and plans
- Establish data loss prevention program

Data Loss Prevention (DLP)

This initiative is aimed at protecting sensitive County data through proactive monitoring, policy enforcement, and user training. It will help prevent both accidental and intentional data breaches while building a strong culture of security awareness.

- Deploy DLP tools to monitor data in use, in motion, and at rest
- Apply policies that stop unauthorized data transfers or leaks
- Alert and report potential data exposure risks
- Train staff on secure data handling and reporting

Featured Project: Identity Access Management (IAM) Enhancement

This year's major project focuses on strengthening how digital identities are created, managed, and retired across all departments. These enhancements will reduce manual errors, improve operational efficiency, and increase access security across the County.

- Automate user on/offboarding and ensure timely updates to user roles and permissions
- Integrate IAM with existing HR and IT systems
- Track and report on access activity for audits and compliance
- These combined efforts will help ensure only the right people have access to the right data—at the right time—and that County data stays protected.

Awards & Recognition

Contact Center World Awards — 1st Place (2024):

The Contact Center World Awards has announced that Sacramento County 311 took first place in the 2024 Best Public Services Center in the Americas award. The Contact Center Worlds Awards have been recognizing the best in Contact Centers around the world for 25 years.

Best of the Web — 1st Place (2015):

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.

Digital Counties Survey — 5th Place (2017):

Sacramento County continues to be recognized as a national digital leader, securing fifth 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 (2016):

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.

Public Technology Institute — Tech Savvy (2017):

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.

Service to the Citizen Award — 1st Place (2026):

The Sacramento County web team has been named a winner of the 2026 Service to the Citizen Award for excellence in digital services. This prestigious national honor recognizes organizations that deliver outstanding public-facing technology and strengthen trust in government.

Acronyms & Terms

P25: Project 25 — digital radio communications standard

IAM: Identity and Access Management

DLP: Data Loss Prevention

DTech: Department of Technology

DCFAS: Department of Child, Family and Adult Services

DCSS: Department of Child Support Services

IJIS: Integrated Justice Information System

ERP: Enterprise Resource Planning

SCERS: Sacramento County Employees' Retirement System

SHIE: Social Health Information Exchange

BHBH: Behavioral Health Bridge Housing

DHA: Department of Human Assistance

DPS: Department of Personnel Services

PROB: Probation

PD: Public Defender **DWR:** Department of Water Resources

TOT: Transient Occupancy Tax

COSPUB: Legacy domain being decommissioned

SacCounty: Primary County domain

County of Sacramento Board of Supervisors (2026)

Phil Serna — District 1



Rosario Rodriguez — District 4



Patrick Kennedy — District 2



Pat Hume — District 5



Rich Desmond — District 3



County Executive: David Villanueva



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