

DIGITAL SERVICE AND OPEN GOVERNMENT **STRATEGIC FRAMEWORK**

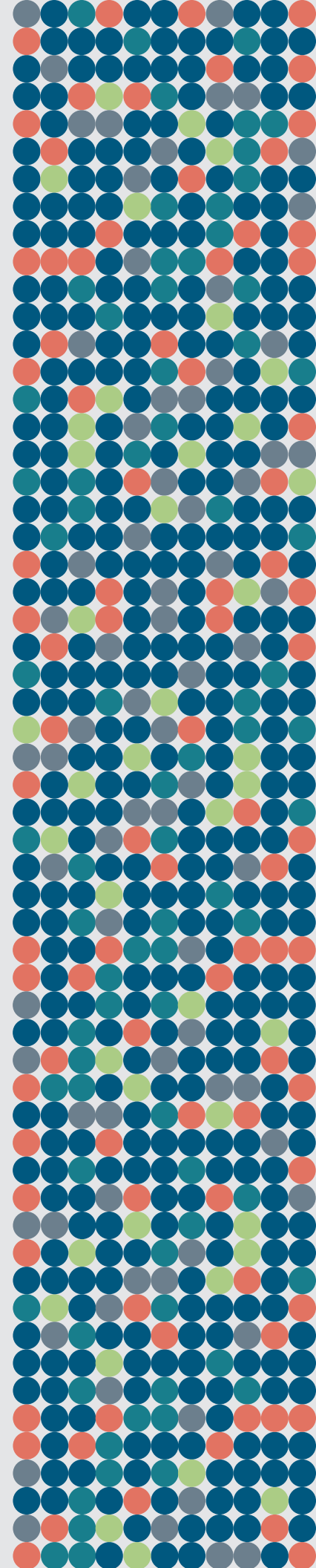
DRAFT



SAN RAFAEL

DIGITAL SERVICE &
OPEN GOVERNMENT

JULY 2019





OVERVIEW



This Strategic Framework defines the vision, purpose, values, and areas of focus for the Department of Digital Service and Open Government. These areas of focus are used to inform an annual departmental work plan and a Citywide technology improvement program which details the schedule and funding of specific projects.

The department, created by the City Council in December 2018, is a reorganization of the Information Technology Division and expands traditional tech and network support services to include broader functions of strategy, analytics, and product management. This includes new ways of engaging with the community; designing services with and for people, not bureaucracy; measuring impact and improving outcomes.

While traditional IT is focused on support, security, and development, Digital encompasses a broader world of user experience, analytics, strategy and performance. Digital requires a new myriad of skills, broader roles, and strategic leadership. This demand led to the creation of this department.





VISION



The new demands of the digital era require a new approach to government. Technology now touches everything in the 21st century. It is not an industry nor a single department. It's a component of all that we do and has the potential to help us be a more responsive government.

Community expectations of how government communicates, engages, and delivers services are changing. Our response is to evolve from a government centered around risk avoidance and compliance to one incentivized by results and measurable accomplishments.

Digital is the technological and organizational processes that unlock new opportunities and value. Our vision is accomplished by building capacity with data and information, partnering with City departments, and collaborating with the community.

The core purpose of our department is to help make City services easy to use and work for everyone. We do this by leveraging digital principles such as designing with and for our users, practicing continual improvement, using data to drive decisions, and modernizing our technology stacks.

Ultimately, we serve to proactively empower and support City departments so they can work efficiently and collaboratively in delivering modern services that meet the needs and exceed the expectations of the community, especially people who need help the most.

"If we truly care about outcomes, it is not enough to just provide a service. We must design the delivery of services so they work from the community's perspective and thus, that government works for everyone."

*- Jim Schutz,
City Manager*

PURPOSE ● ● ● ● ●

To make City services easy to use,
and work for everyone.

WE STRIVE TO BE:

- Reliable and trusted
- Human-centered and empowering
- Open and transparent
- Inclusive and collaborative

WE BELIEVE:

- Government should be designed with and for people.
- Data and information empower people to make good decisions.
- Building capacity at all levels of the organization is the key to sustainable, digital transformation.
- The future of technology infrastructure is agile, adaptable, and accessible.
- Openness and transparency make for better government.

AREAS OF FOCUS

OPEN ENGAGEMENT

build a culture of creativity, learning, and agility through openness and collaboration.

SERVICE DESIGN

design services that are accessible, easy to use, and increase policy and program effectiveness.

DATA USE & ANALYTICS

deliver services more efficiently, prioritize risk more strategically, enforce laws more effectively, and increase transparency.

TECHNOLOGY MODERNIZATION

provide the support for critical technical infrastructure and security, while also introducing the digital principles that will allow the city to use technology to innovate and try new things.



OPEN ENGAGEMENT (OE)

Technology has the ability to transform how government operates. But more importantly, government is about people. We will build a culture of creativity, learning, and agility through openness and collaboration.

OE.1 - Outreach & engagement

Communicate and engage proactively, broadly, and in a compelling way to increase participation and understand varied perspectives, think differently about issues, reimagine outcomes, and garner support for bold new ideas to improve our community.

OE.2 - Process improvement

Create feedback mechanisms and avenues for continuous improvement to processes and business practices.

OE.3 - Continuous Learning

Provide multimodal learning and training opportunities to meet the current needs of staff and create opportunities for continuous learning as the technology landscape evolves.

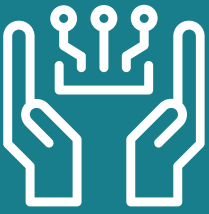
OE.4 - Community partnerships

Build strong relationships with community partners to leverage resources and foster greater participation in government.

OE.5 - Digital divide

Expand digital access in underserved communities to create more opportunities and economic mobility.





SERVICE DESIGN (SD)

The foundation of service design is built on a deep understanding of user needs. From that foundation we will design services that are accessible, easy to use, and increase policy and program effectiveness.

SD.1 - Human-centered design

Apply the principles of design thinking and empathy to orient services around user needs while building trust.

SD.2 - Equity & accessibility

Ensure government services are equitable and accessible to people with disabilities, different cultures, on mobile devices, and in multiple languages.

SD.3 - Project management

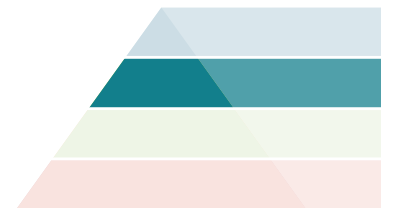
Evangelize agile approaches and be a leader in getting things done on time and on budget.

SD.4 - Product management

Build a culture of user advocacy and continuous improvement and iteration of service delivery.

SD.5 - Tools

Provide collaborative and modern tools that empower employees to do their best work.





DATA & ANALYTICS (DA)

Data is an abundant and powerful asset that can impact everything from service delivery to program management, to policy making. We will lead the way to a data-centric city by investing in improved data access, management, and use by city employees and the community. We will use analytics tools to deliver services more efficiently, prioritize risk more strategically, enforce laws more effectively, and increase transparency.

DA.1 - Data use and analytics

Improve data literacy through programs that will help employees explore, refine, and enhance skills in data use, data management, and analytical skills in service of their role. Use data to identify patterns and trends that enable better policy decisions, and prioritize work for greater impact.

DA.2 - Data governance and management

Ensure data is treated as a strategic asset through data quality control, lifecycle management, internal data access and infrastructure, external access and risk management, and opportunities for use and reuse.

DA.3 - Privacy

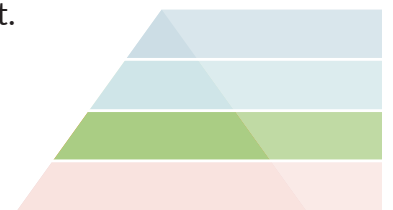
Protect data, react appropriately to breaches, and secure user privacy.

DA.4 - Performance Metrics

Improve the efficiency and cost-effectiveness of services by building data-driven feedback loops and aligning toward measurable impact and outcomes.

DA.5 - Open data

Share meaningful open data and support the use of open data within and outside of the city while improving transparency and trust in government.





TECHNOLOGY MODERNIZATION (TM)

Technology touches everything, and our department will serve the city's use of technology by providing the support for critical technical infrastructure and security, while also introducing the digital principles that will allow the city to use technology to innovate and try new things.

TM.1 - Speed & connectivity

Provide stable, high-capacity, and resilient wireless, broadband, wifi systems.

TM.2 - Tech support

Provide 24/7 support that meets the needs of employees, minimizes disruptions, and expedited resolution of issues.

TM.3 - Network

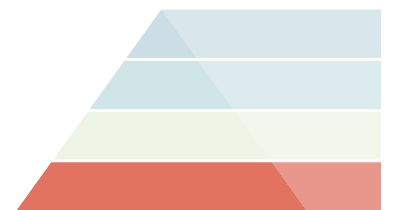
Support the present and future needs of City departments with secure and stable solutions, integrated tools, and streamlined maintenance.

TM.4 - Security

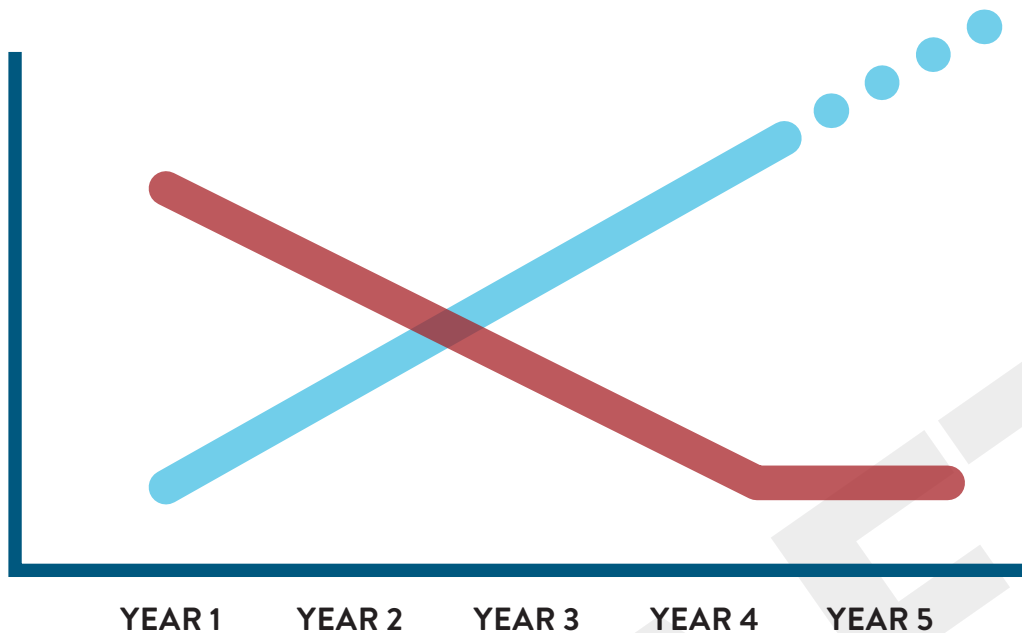
Protect the City network against security threats through maintenance, monitoring, user training, and education.

TM.5 - Technology standards and policy

Define standards, policy, and guidelines for technology and software purchases and usage, including guidance for open source.



TIMELINE & PRIORITIES



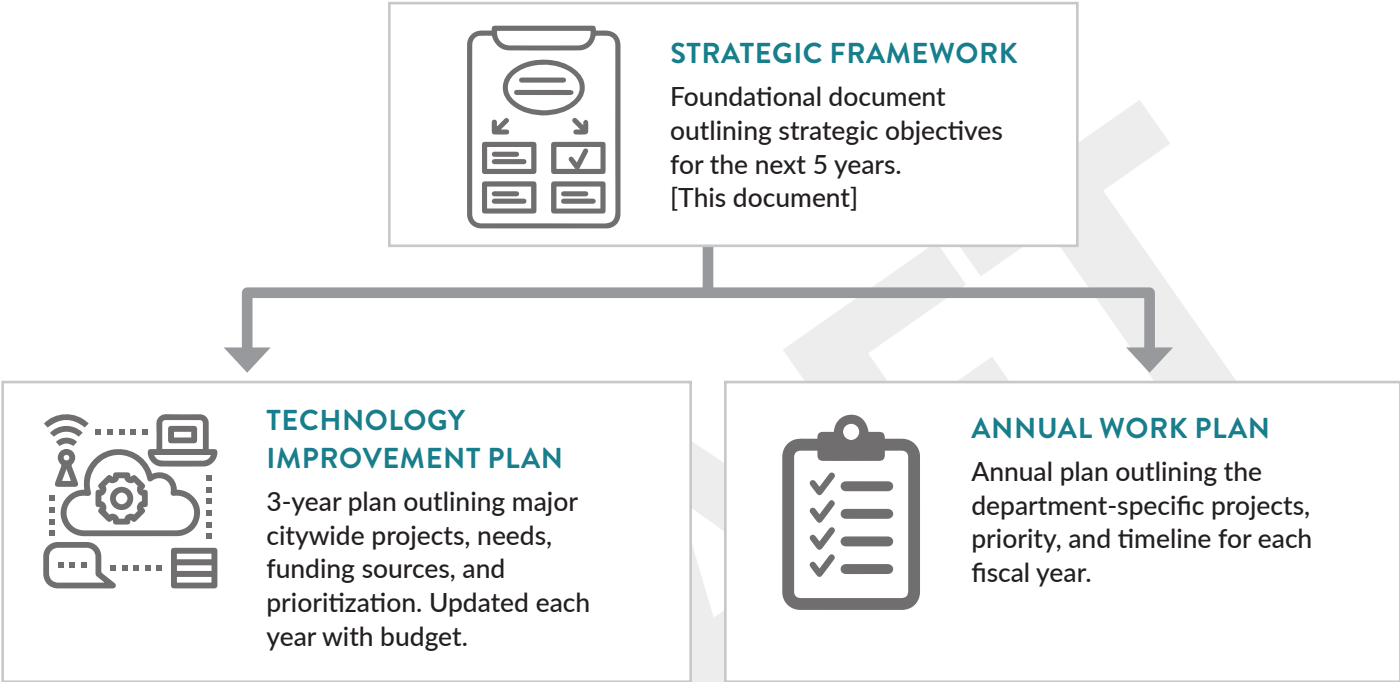
Building a Foundation

This graph shows how projects in both our annual work plan and the 3-year technology improvement plan will, in earlier years, be more heavily focused on building a strong foundation. These include efforts to streamline our services, reduce disruptions and outages, increase connectivity, and move away from legacy systems.

Target Goals

Over time we hope to ramp up efforts to reach our goals to better engage with broader cross-sections of the community, build a culture of data and human-centered problem-solving, and measure performance of City services around outcomes and impact.

HOW THIS FRAMEWORK RELATES TO OTHER PLANS



HOW DEPARTMENTS WORK WITH US

We help City Departments...



Get feedback and input from the community



Learn about what your users want and need



Map processes or workflows



Design things people want to use



Analyze & act on data



Measure results and impact



Evaluate and select a technology solution or vendor



Review software terms and conditions

1 **Fill out our request form on the employee website:**

employees.cityofsanrafael.org/assistance-request.

Tell us a little about what problem you're trying to solve and we'll work with you on the rest!

2 **Sign-up for workshops and trainings**

to learn new skills around data management, performance, analytics, software. We'll let you know of these opportunities through our Friday memo and the events calendar.

3 **Join one of our working groups:**

- Communications & Engagement Team
- Data & Analytics Team

4 **Get review & approval for new projects**

At the beginning of a new technology project, meet with us for an early consultation. All agreements will also be routed through our department as part of the contract approval process.