

THE DIGITAL HERO ALLIANCE

Real champions of change. One electronic signature at a time.

MIGUEL GAMINO

Chief Information Officer/Director of Technology, City of San Francisco

“Digitization isn’t just about modernizing. It’s about genuinely improving access for people who need it the most.”



HIS JOB

As the CIO of the City of San Francisco, Miguel Gamino drives strategic direction for the use of technology. He advises the Mayor, Board of Supervisors, and department heads on ways to enhance their operations and better serve citizens.

THE CHALLENGE

Many paper forms, many departments to deal with, many locations, many lines to stand in. That all equals many headaches for citizens and city workers, alike. Plus, each department had desperately started to use one-off, uncoordinated digital products.

THE HEROIC ANSWER

Organize the disorganized. Championing the spread of a singular electronic agreement platform across a myriad of departments in 170 year old bureaucracy was no easy task, but the results have been amazing. “The private sector isn’t the only one to be a thought leader. Government can be an industry leader too,” adds Gamino.

THE OUTCOMES



TENET 1. DELIGHT CUSTOMERS

The digital effort drove creation of an award winning, multi-department business portal that has increased online engagement by 13X. “People can now apply for city services between shifts, from home, while watching their kids... I think that really changes the world,” says Gamino.



TENET 3. REDUCE COSTS

Paper-stuffed filing cabinets cost an average of \$50,000 each to maintain and operate. Going digital has helped reduce city costs by a factor of >10X.

[Learn more about DocuSign’s Digital Heroes.](#)

THE DIGITAL HERO ALLIANCE

Real champions of change.
One electronic signature at a time.



MIGUEL GAMINO

Chief Information Officer/Director
of Technology, City of San Francisco

HIS JOB

As the CIO of the City of San Francisco, Miguel Gamino drives strategic direction for the use of technology. He advises the Mayor, Board of Supervisors, and department heads on ways to enhance their operations and better serve citizens.

“Digitization isn’t just about modernizing. It’s about genuinely improving access for people who need it the most.”

THE CHALLENGE

Many paper forms, many departments to deal with, many locations, many lines to stand in. That all equals many headaches for citizens and city workers, alike. Plus, each department had desperately started to use one-off, uncoordinated digital products.

THE HEROIC ANSWER

Organize the disorganized. Championing the spread of a singular electronic agreement platform across a myriad of departments in 170 year old bureaucracy was no easy task, but the results have been amazing. “The private sector isn’t the only one to be a thought leader. Government can be an industry leader too,” adds Gamino.

THE OUTCOMES



TENET 1. DELIGHT CUSTOMERS

The digital effort drove creation of an award winning, multi-department business portal that has increased online engagement by 13X. “People can now apply for city services between shifts, from home, while watching their kids... I think that really changes the world,” says Gamino.



TENET 3. REDUCE COSTS

Paper-stuffed filing cabinets cost an average of \$50,000 each to maintain and operate. Going digital has helped reduce city costs by a factor of >10X.