

# TECHNOLOGY SERVICES STRATEGIC PLAN



FY17 – FY21

Douglas County, Nevada

*“What we need to do is always lean into the future; when the world changes around you and when it changes against you - what used to be a tail wind is now a head wind - you have to lean into that and figure out what to do because complaining isn't a strategy.”*

— **Jeff Bezos**, CEO Amazon.com

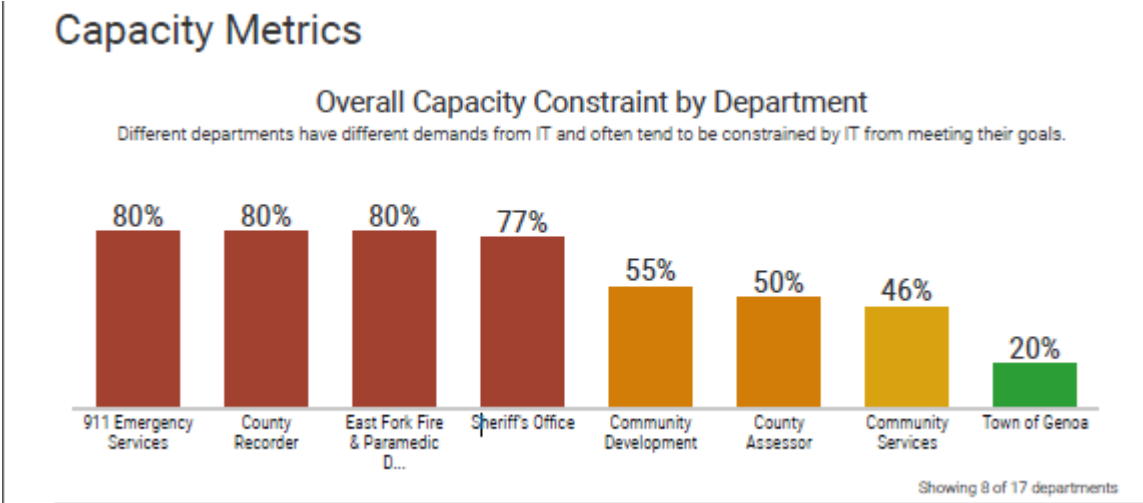
# Technology Services Strategic Plan

DOUGLAS COUNTY, NEVADA

## INTRODUCTION

Over the past ten years, the Douglas County Technology Services Department (TSD) has been challenged by the downturn in the economy which has caused technology budgets to be severely limited; staff has been disrupted by organizational change and sporadic leadership; processes have been hindered by lack of standardization; and, customers have made independent investments in technology which have overburdened IT resources in maintaining those disparate solutions and reduced the County’s ability to strategically leverage IT investments.

Information technology is a critical component of a modern government. This is reflected in the recent TSD survey where 17 departments felt that they are 75%–100% dependent on technology to achieve their missions. However, the departments we serve are feeling constrained by 50%–80% due to TSD’s ability to provide services and support.



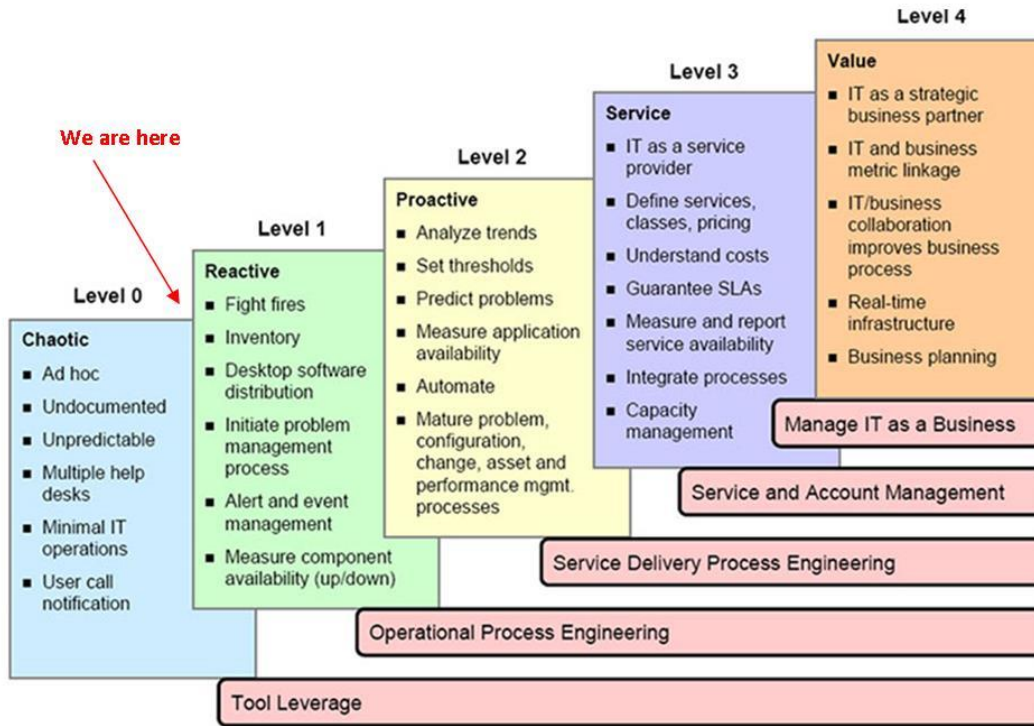
Sample of County Departments constrained by our capacity to deliver services

This gap between demand and available resources is our service capability gap. Without thoughtful planning this gap will continue to grow over time. To narrow this gap, TSD needs to put in place initiatives to help address and meet the demand for technology services while aligning to the processes and needs of County departments. In addition, TSD also envisions becoming a trusted resource and enabler for Departments as they look toward their own continual processes improvement initiatives with the services they provide.

In the past, the County has relied upon strategies such as working harder, cutting spending, shadow IT and outsourcing to meet the demand for technology services. Over these past several years, departments have engaged in technology implementations without an enterprise view.

This leads to further complications with increased siloed knowledge and outdated solutions that drain internal IT resources as the TSD staff tries to support employees working in this inefficient environment. Resources are stretched and internal process improvement is near impossible as shown on the IT Maturity Assessment below.

### IT SERVICE MANAGEMENT MATURITY LEVEL – TSD ASSESSMENT 2016



The TSD Strategic Plan provides a foundation for an enterprise-wide approach to the deployment and management of information technology to ensure efficiencies while supporting of the County’s strategic priorities of Fiscal Stability; Safe Community; Infrastructure; Economic Vitality; Organizational Sustainability; and, Natural Environment, Cultural Heritage and Quality of Life.

The plan is not intended to limit department or agency creativity, but to provide a stable infrastructure and environment in which to solve common business problems faced by many departments and to allow them to collaborate on significant efforts. This collaboration creates a benefit to them by gaining efficiencies in current processes, reducing the costs and creating capacity to innovate.

Through the use of surveys, meetings with department heads and the approval of the Technology Steering Committee (TSC), this plan outlines five major strategic initiatives designed to build organizational capacity and increase efficiencies. These initiatives will focus activities not only on technology but also on continual process improvement for the TSD and the departments it serves. The initiatives are:

- Enhance Communication Among County Employees and their Customers
- Leverage Technology to Improve County Business Processes
- Provide a Reliable, Predictable, Secure and Efficient Infrastructure
- Enhance Technology Service’s Capability to Serve its Customers
- Enable Timely Decision Making through Data and Analytics

## TECHNOLOGY SERVICES DEPARTMENT

TSD serves as a critical support function for Douglas County's Government organizations, committees, partners, departments and employees. The department provides many vital technology related services that are critical to the County on many levels but at the core is customer service.

The TSD Vision and Mission Statements are centered on the concept of proactively seeking out new solutions to address opportunities and challenges within County departments. The Strategic Plan establishes standards for information technology-related software and hardware. The Strategic Plan includes objectives to allow the County to take advantage of new technology to provide better services to our citizens. This includes providing citizens with the means to conduct business with County departments through the Internet, as well as providing constituents with information about County activities and services.

### VISION, MISSION, AND VALUES

#### Vison

*The Technology Services Department is a trusted partner for Douglas County enabling the efficient use of resources and information which ultimately supports quality-of-life for the community.*

#### Mission

*We provide technology solutions to ensure effective implementation and management of county services. We collaborate with departments to ensure ongoing improvement of services for employees and the citizens of Douglas County.*

#### Values

**INTEGRITY** – *WE ARE PERSONALLY ACCOUNTABLE FOR THE HIGHEST STANDARDS OF BEHAVIOR, INCLUDING HONESTY AND FAIRNESS IN ALL ASPECTS OF OUR WORK.*

**CUSTOMER SERVICES** – *WE STRIVE TO BE RESPONSIVE. WE LISTEN TO CUSTOMER REQUESTS, UNDERSTAND THEIR BUSINESS NEEDS, AND HELP THEM ESTABLISH ACHIEVABLE PRIORITIES. WE EXCEED CUSTOMER EXPECTATIONS IN AFFORDABILITY, QUALITY, AND ON-TIME DELIVERY.*

**RESPECT** – *WE TREAT ONE ANOTHER WITH CONSIDERATION AND TAKE PRIDE IN THE SIGNIFICANT CONTRIBUTIONS THAT COME FROM DIVERSE INDIVIDUALS AND IDEAS. WE ARE COMMITTED TO OPENNESS AND TRUST IN ALL RELATIONSHIPS.*

**QUALITY** – *WE STRIVE FOR CONTINUOUS PROCESS IMPROVEMENT AND DELIVER EXCELLENCE. EACH OF US IS RESPONSIBLE FOR THE QUALITY OF EVERYTHING WE DO.*

**INNOVATION** – *WE EMBRACE CHANGE ENTHUSIASTICALLY. WE ALWAYS CONSIDER NEW IDEAS, LOOK AT NEW AND BETTER WAYS TO LEVERAGE TECHNOLOGY AND PROVIDE ENHANCED SERVICES. WE LEARN FROM, BUT ARE NOT HELD BACK BY, OUR PAST.*

**RESPONSIBILITY** – *WE ARE FISCALLY RESPONSIBLE FOR THE RESOURCES ENTRUSTED TO US. WE USE GOOD JUDGEMENT AND SOUND THINKING WHEN BALANCING RISK AND SECURITY.*

---

## PRINCIPLES AND PRACTICES

### Enterprise Leadership

Enterprise Leadership develops direction for continuous improvement, emerging and strategic technology, collaboration, thought leadership, governance, operational excellence, increased customer satisfaction, sourcing direction and fiscal responsibility.

By leveraging current technology for business transformation, TSD will continually identify and apply new technology to enhance and transform business processes to increase efficiency, reusability and streamline ways to deliver services. Emerging technologies are always on the watch list and can be evaluated based on challenges and opportunities provided by the County departments that drive business delivery.

Operational excellence through the continuous improvement of County technology operations is essential to becoming an effective IT organization. Achieving operational excellence requires elimination of single points of IT failure; building multiple paths of redundancy for applications, storage, networks and the basic IT foundation; planning for circumstances beyond the County's control; and, responding to events in a timely and efficient manner.

Annual IT surveys are used to quantify internal customer satisfaction from year to year with the objective of identifying targets for improvement. The technology is only part of the solution. Usability and functionality are critical to a successful implementation of any solution.

While striving for solutions and increased customer satisfaction, being fiscally responsible and quantifying costs and benefits are part of every evaluation. One-time and ongoing costs are important evaluation criteria for solutions proposed.

### Information Management

Effective enterprise information management delivers relevant and actionable information that is reusable, trusted, and available both internally and externally. Information Management utilizes tools to enhance and produce quality information through various methods for consumption by end users, partners and Freedom of Information Act requests.

Information Management entails the ability to provide reporting of historical and current data, track leading indicators, and present business driven information through a tool that is easy to use. Validations and sets of controls ensure that the data is trustworthy and derived from an authoritative source.

Content Management is a subset of Information Management and improves the visibility and manageability of unstructured content. Version management, record retention and metadata are key functions that enable collaboration.

As data proliferates and copies of documents multiply, the County will evaluate tools that identify and reduce obsolete and duplicate content.

Geographic Information Systems (GIS) is a strategic enterprise platform with a high operational impact and a demonstrated return on investment. Its users seek to create, collect, maintain and distribute high quality, up-to-date, and complete geospatial data and services. TSD will raise the

awareness of both the beneficial business applications of GIS and seek to cultivate the advanced analytical use of the technology among its users.

### **Collaboration and Communication**

Collaboration is a work behavior that is defined as a set of functions and processes that support people working together. TSD is an enabler and also an advisor to the business units in all aspects of increasing the use and benefits of collaboration.

TSD will improve employee efficiency through collaboration and data sharing by leveraging common tools and features to promote interoperability and collaborative experiences. Federation will be a key element into the data sharing and integration of different systems.

Mobile devices will be deployed into a secure, supportable, controlled and managed architecture that is device agnostic and product aware. As the variety of mobile devices used by employees increases, the TSD will adapt existing applications and procure new mobile applications to meet business needs.

TSD will support emergency planning, response and recovery by collaborating with surrounding agencies to ensure geographic information is accurate and timely in emergency situations. TSD will continue to improve GIS data and services to support disaster response and recovery.

TSD strives to build stronger relationships with County departments and partner agencies. TSD has put in place focused efforts to improve customer service through enhanced collaboration and communication. TSD seeks to be a service facilitator, not just a service purveyor. These efforts include engaging in partnerships internally, externally, across departments and with employees to solve problems and to ensure informed decision-making.

### **Cloud Services**

The County will leverage cloud computing technologies to achieve scalability, cost efficiency, and improved system utilization. Cloud technology will be leveraged to meet business needs through an appropriate blend of on premise and cloud platforms.

The County will review applications that can potentially be moved to the cloud through the governance process. Cloud solution benefits vary and are application-specific. They will be assessed individually for benefits to the County on a case-by-case basis.

Interfaces will be developed to move data securely between cloud solutions and a future County data warehouse. At times cloud solutions require interfaces to and from County on premise solutions which will be assessed for interoperability between systems with proper security and access requirements.

Whether on premise or in the cloud, the solution should be seamless to the end user or customer of the application. The identity management lifecycle and authorization provisioning are important considerations when moving applications to the cloud. The identity management lifecycle includes the ability to audit, manage, report and verify access and authorization rights. Management of identities includes all employees, customers, business partners, and external entities.



## Enterprise Foundational Services

Enterprise Foundational Services provide standardized, underlying technology components that ensure stable, efficient and secure operating infrastructure.

The County gains efficiency by leveraging platforms, virtualizing environments, and consolidating where possible. The focus is to do constant evaluations and identification of technology to leverage within projects or next upgrades to reduce one-time cost and still gain the benefits of consolidation and virtualization.

TSD will build an adaptable infrastructure that allows the County to respond rapidly to developing business requirements. This includes standardizing on platforms and leveraging vendors as partners. TSD will improve the reliability of the infrastructure by increasing redundancy and availability, and by pinpointing single point failures and correcting them.

Secure technology guards creation, storage, use and exchange of information against any unauthorized access, misuse, malfunction, modification, destruction or improper disclosure. Robust information security measures preserve the value, confidentiality, integrity, and availability of data and systems, enabling business units to perform critical functions.

## Project Management

Project Management provides a consistent approach for improvement across the project portfolio, project management processes and business requirements gathering and provides oversight of department key projects and initiatives.

TSD will assess and evaluate all projects to identify standards alignment, dependencies and/or risks through the Technology Review Board (TRB). The Technology Steering Committee (TSC) will provide prioritization and oversight to align projects to the County's overall strategy. TSD will also establish project controls, management and key checkpoints to ensure the projects are successful.

TSD will establish effective and efficient process improvements to close the gap between what the customer expects as an outcome of a project compared to the actual outcome that meets documented business requirements.

## SWOT ANALYSIS

### Strengths

TSD will build on strengths and use this foundation to move ahead in information technology. Some of the key strengths are:

- Recognition of our current status and a willingness and openness of County leadership, employees and the TSD department to move ahead in technology
- A blended staff with experience and understanding of business and technology from both private and public sector organizations
- Strong work ethic
- Willingness to try new ideas and a tolerance for change
- Staff with an eagerness to drive the adoption of new technologies that can enhance operational efficiencies

## Weaknesses

Douglas County is currently faced with weaknesses that exist both within and outside of the department. There are several rudimentary technology and business best practices not in place that are critical to move to the next level and utilize information technology at its fullest. It is important that these weaknesses are transparent and communicated:

- Governance of information technology, including standard operating procedures and policies (internally and externally to the department)
- Knowledge and skill-set both (internally and externally to the department)
- Inadequate cross-training and operating under tradition or “tribal knowledge”
- Operating in silo’s internally and externally to the department
- Customer service levels and satisfaction need improvement
- Budgetary limits and economic factors in funding critical infrastructure and technology
- Reactive instead of proactive
- Communication within the department and to other departments and employees
- Small staff and limited resources to support ever increasing information technology needs
- No disaster recovery plan or procedures
- Legacy applications and systems, some no longer supported and maintenance not unavailable

## Opportunities

Recent changes to the Technology Services Department (TSD) has more customers satisfied with technical services than several years ago. Some departments want to partner with TSD to enable better work processes which can be used as examples of how TSD can help others.

- Training funds for the TSD
- Moving from silos to partnerships with several departments
- Funding to build core services and infrastructure included in budget and governance process
- Support from the County Manager to move TSD in a positive direction
- Adoption of technologies to enhance operational efficiencies

## Threats

Current economic factors and the perception of bloated government staffing will continue to stress the funding of critical technology projects and to limit the technical support to move the County forward. In addition, older, long term County employees are reluctant to trust TSD as an enabler to meet their missions.

- Limited knowledge and skills needed to implement new technologies and improve on current infrastructure
- Departmental siloed focus when utilizing and deploying technology
- Data held in spreadsheets and old Access databases
- Lack of business applications across the County
- No documentation of legacy systems and software
- No change management system in place
- Absence of overall end user security awareness and practice
- Too much institutional knowledge County-wide without a plan for effective knowledge transfer.



*“The first rule of any technology used in business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency.” – Bill Gates*

## STRATEGIC INITIATIVES

The following five strategic initiatives will be used to move the Technology Services Department toward the vision of being a trusted partner in delivering County services. Using an enterprise level approach where technology and business decisions are symbiotic will lead to process improvements as IT and business units share responsibility for the development, implementation and success of projects. IT costs, processes and services will be transparent and benchmarked to ensure value is being delivered to the County. Finally, the technology governance structure will be used to prioritize projects and align to County objectives in serving its community.

### 1. ENHANCE COMMUNICATION AMONG COUNTY EMPLOYEES AND CUSTOMERS

- Goal: Leverage new technologies to ensure responsive and efficient communications in support of County business processes and to ensure timely communications with its community.

In today’s world, consumerization of technology has led to both workers and citizens demanding access to information anytime and anywhere. This leads to efficiencies in the workplace as well as customer satisfaction. In government organizations open communication ensures transparency with constituents; with the public safety agencies TSD supports communication is imperative to life and death situations.

TSD will continue to expand and explore technologies to effectively share information and communicate effectively. In addition to supporting high availability radio and phone communications, TSD will enable departments to deploy online services that engage, interact and communicate to customers. Technology that once supported video and audio streaming, graphical representations and proactive outreach will also include interactive feedback loops to ensure communications are constantly improved upon.

Key objectives include:

- Ensure public safety communications are always available and supported
- Provide solutions for government transparency and information sharing
- Assist departments with using online services and technology as a communication tool
- Replace legacy communication systems with integrated solutions
- Enhance remote conferencing and meetings with new technologies
- Standardize communications devices to ensure interoperability
- Improve communication concerning IT services, projects and governance structure

Key Projects	01. Complete the Phone System Migration to VOIP
	02. Replace the Current Douglas County Websites
	03. Replace the Unsupported Centracom System in 911
	04. Provision Radio Communications in the Highway 50/Highway 28 Corridor at Spooner Summit

05. Deploy Text to 911 Solution
06. Replace the County's Intranet
07. Deploy Skype for Business
08. Convert Conference Rooms to Collaboration Centers
09. Deploy Online Meetings to 911 Desktops
10. Create a Technology Services Newsletter
11. Create Map for Vacant Buildings for Lease
12. Create Town Walking Map
13. Create Map for Town Bench Donation Locations
14. Create Tour App for Visitors
15. Deploy Radio Over Internet Protocol (ROIP)

## 2. LEVERAGE TECHNOLOGY TO IMPROVE COUNTY BUSINESS PROCESSES

- Goal: Improve, redesign, and eliminate labor-intensive County business processes through technology solutions and regular interactions to understand business requirements and improve business outcomes.

Process improvement involves automating departmental processes that operate outside of major applications. This involves improving, redesigning, and eliminating waste, cutting red tape and eliminating unnecessary steps from inefficient business processes. It is the methodology that both process redesign and process reengineering are based upon. Process improvement introduces process changes that increase employee efficiency and workload capacity, and improve the quality of service to better match customer and citizen needs. This effort involves the evaluation and redesign of workflows inside and between departments, whether manual or automated, before technology solutions are selected. Business process improvement will also be a part of TSD’s ongoing culture to improve our processes at all levels.

Key objectives include

- Provide solutions to improve County service delivery by enabling public and employee self-service.
- Improve access to County services through expansion of web based capabilities and mobile applications
- Identify solutions that support Bring Your Own Device (BYOD) work needs
- Streamline workflows and automate document processing operations including eSignature
- Increase utilization of mobile worker technologies and capabilities
- Expand the integration of Geographic Information Systems (GIS) to streamline department operations
- Deploy robust collaboration tools, proactive messaging and alerts to improve department operations

Key Projects	16. Implement an Online Payment Portal
	17. Upgrade to Office 365
	18. Implement Computerized Maintenance Management System (CMMS)
	19. Replace Licensing and Permitting Systems
	20. Implement Digital Forms and Workflow
	21. Replace Cash Receipting System
	22. Upgrade Voter Registration System
	23. Implement Learning Management System (LMS)
	24. Replace Performance Management Program (PMP)
	25. Deploy Enterprise Document Management System
	26. Develop GIS Application for Parcels

	27. Automate Onboarding and Separation Processes
	28. Replace Fictitious Names Filings
	29. Deploy GIS-based Trash and Water Apps for the Towns
	30. Replace Analog Faxing with Fax Over Internet Protocol (FOIP)

**3. PROVIDE A RELIABLE, PREDICTABLE, SECURE AND EFFICIENT INFRASTRUCTURE**

- Goal: Maintain, operate and upgrade the Information and Communications Technology infrastructure in a manner that provides end users with consistent, reliable and secure access to the applications, data and technology systems they need to perform their business functions.

The scope of this initiative is to ensure that infrastructure is maintained and operated according to industry best practices. TSD will ensure that continuity and security of operations are proactively addressed. We will make sure that we have quality monitoring and alerting systems in place at all times. TSD will strive to maintain the knowledge and skills of the TSD staff at the highest possible levels. TSD will adopt the concept of Product Management whereby staff will become experts in the products they support. TSD will monitor progress and innovation in the industry and adopt and implement improvements and enhancements or new products that can be leveraged to improve operations. TSD will endeavor to understand the direction of the business and anticipate the needs so that the necessary infrastructure can be planned for and implemented in a timely manner.

Many of the projects related to this initiative involve an update or replacement of legacy and key vendor-supplied software applications to implement operational best practices.

Key objectives include

- Procure and maintain highly reliable products and services
- Improve service efficiencies and capabilities by utilizing current technologies
- Incorporate CoBIT and ITIL best practices within Technology Services
- Continually enhance reliability and security of the information infrastructure
- Maximize redundancy and recoverability and minimize any single points of failure
- Work with County departments to understand business continuity requirements and priorities
- Expand capabilities in the area of data archiving, retention and recovery
- Continue to build out County broadband backbone and work toward redundancy

Key Projects	31. Automate Change Management Process
	32. Deploy Wireless as a Service in County Buildings
	33. Replace Mobile Device Management Solution
	34. Transform Cost Allocation to Align with Services
	35. Incorporate Event Management Processes
	36. Implement Problem Management
	37. Deploy Broadband Services to Topaz Park
	38. Deploy Broadband Services to Airport



	39. Deploy Broadband Services to Genoa
	40. Deploy Broadband Services to Town of Gardnerville
	41. Improve Backup and Recovery for Town of Gardnerville
	42. Expand Video Surveillance Capabilities to include Offices, Parks, Shooting Range, Gas Station
	43. Deploy Federated Identity in the Cloud
	44. Move to a Consolidated Modern Data Center

**4. ENHANCE TECHNOLOGY SERVICES CAPABILITY TO SERVE ITS CUSTOMERS**

- Goal: Ensure resources are available to service the County’s technology needs by aligning to industry best practices; benchmarking against both private and public sector technology providers; and, automating routine tasks.

Douglas County is about 86% dependent on technology to serve its citizens. Technology needs are exemplified in responsive data transmission for first responders and law enforcement; systems that enable interaction between private and public sectors in serving community health responsibilities; and, automating the ability to monitor and maintain the County’s critical infrastructure, to name a few. The departments fulfilling these duties, and many more, are constrained by our ability to deliver technology and services by 50%–80%.

The Technology Services Department will advance core technology services by reducing problem resolution times, keeping technology up-to-date to ensure serviceability, promote technical training on current technologies, ensuring full system lifecycle support from implementation to maintenance and retirement, and will monitor key performance indicators and engage in continuous process improvement.

Key objectives include

- Ensure vendor solutions are maintained and supported with most recent releases
- Use the governance process to prioritize IT resources
- Increase customer satisfaction through communication and transparency
- Align the TSD to industry best practices and frameworks to move from a 0.5 service management maturity level to level 3.0.
- Clearly define and meet customer expectations in project delivery
- Continue to develop service desk and support service capability, including expansion of support hours from current ‘business day’ model to 24x7
- Increase overall customer satisfaction with a customer oriented and service driven team
- Enable self-service where feasible

Key Projects	45. Replace Two Help Desk Solutions with a Service Desk Suite
	46. Implement Annual Customer Service Survey
	47. Develop TSD Service Catalog
	48. Develop and Maintain Enterprise Architecture Documentation
	49. Create IT Project Management Capabilities
	50. Create Business Analyst and Application Support Capabilities
	51. Consolidate County IT Operations Under TSD
	52. Align Technology Steering Committee Structure to Best Practices

	53. Obtain Additional Maintenance Vehicle
	54. Move to Office Location that Can House All Staff

## 5. ENABLE TIMELY DECISION MAKING THROUGH DATA AND ANALYTICS

- Goal: Support the County’s decision making capabilities by deploying enterprise grade solutions that enable data collection and analytics, information visualization, and transparent, robust reporting.

In a well-functioning, democratic society, citizens need to know what their government is doing. To do that, they must be able to access government data and information and to share that information with other citizens. The ability to analyze and act on data is increasingly important as the pace of change requires governments to be able to react quickly to changing demands from its customers and environmental conditions. In the digital age, data is a key resource for any decision making activity.

Timely access to critical data is siloed within departments throughout the County. In many instances, data resides in spreadsheets and Access databases that can’t be leveraged by other systems nor consumed by other enterprise grade solutions. In addition, information and data is sometimes handled two to three times as it passes through multiple areas of responsibility leading to data quality issues. This strategic objective aims to bring together data from across the County and into systems that can be leveraged for reporting on information, backup of critical data assets, and transparency to its citizens.

### Key objectives include

- Rely on technology to perform analysis and make recommendations
- Provide open and secure access to data and information
- Implement systems to enhance multi-department data sharing and interoperability
- Integrate separate departmental applications and data sources
- Assist departments in leveraging spatial data for decision making
- Protect the County’s data with backup and recovery solutions and plans

Key Projects	55. Hire a Database Administrator
	56. Develop a County Data Warehouse
	57. Replace Static Datasets with Enterprise Applications
	58. Identify Data Stewards in Each Department to Liaison with TSD
	59. Develop Data Management Plan
	60. Obtain Off-Site Location for AppAsure Appliance
	61. Develop Disaster Recovery Plan
	62. County-wide Implementation of ArcGIS Online

## GOVERNANCE STRUCTURE

### Technology Review Board

The Technology Review Board (TRB) has been established to create and sustain reasonable and consistent technology standards for the County; to review technology projects as reported in the Technology Project Portfolio for alignment with the established standards; and, to provide customer focused support in meeting business needs balanced with maintaining a stable infrastructure with appropriate levels of security and accessibility.

The TRB has developed the Douglas County Applications and Technology Architecture Standards (DCATAS) with a specific focus on business requirements and benefits, avoiding the selection of technology for technology's sake alone. The DCATAS is designed to benefit the entire County while taking into consideration individual department requirements. The TRB established the DCATAS with key considerations for any technical system or service that met any of the criteria listed below:

- Is critical to the County Strategic Plan
- Is synergistic with the County's current technical infrastructure
- Could potentially pose a risk or detriment to the County's current technical infrastructure
- Would impose substantial and/or insurmountable expense to implement, operate, and/or support.

### Technology Steering Committee

Successful technology development, deployment and maintenance should be judged by how well it meets the needs of the departments, citizens and businesses of Douglas County. Therefore, the County will evaluate its technology based on service levels, value to the program areas, total cost of ownership, and the availability of one-time and ongoing resources.

Technology governance will be used to direct and control the County's technology assets and resources (staff, hardware, software, and network) while allowing executive management to address issues such as alignment of technology with business objectives, mitigation of technology risks, and ensuring a return on investment for technology expenditures.

While it is the basic responsibility of the Technology Services Department to provide an effective technology infrastructure, it is critical that technology be deployed through a collaborative relationship and governance process. The organization established by Douglas County for this purpose is the Technology Steering Committee (TSC).

The TSC is responsible for:

- Making decisions on project requests and prioritizing projects while ensuring that technology projects and directions align with the Board of County Commissioner's priorities and with County business strategies.
- Reviewing and approving technology standards, policies, and protocols, and ensuring that County departments adhere to them.
- Ensuring the County stays current regarding innovative and breakthrough technologies where practicable given available resources.
- Reviewing and approving recommendations from technology subcommittees and departments.

## Internal Review Committee

The Internal Review Committee was formed to establish standard internal review practices to ensure financial accountability with personnel requisitions, budget modifications, grant management, capital project management, building and facilities modifications and other items that may require fiscal oversight and require County Manager's approval.

## Board of County Commissioners

The Board of County Commissioners (BOCC) is the governing, legislative body for Douglas County. The five members of the Board are elected at large, by district. Commissioners serve 4-year, overlapping terms, and receive limited compensation for their service to the community. Each year, the Board selects one of its members to serve as chairman and preside over public meetings.

The duties of the Board of Commissioners are to:

- Develop policies guiding the county in the delivery of services and achieving community goals
- Encourage resident awareness and involvement
- Maintain financial stability by overseeing the County budget process and allocations
- Provide county leadership



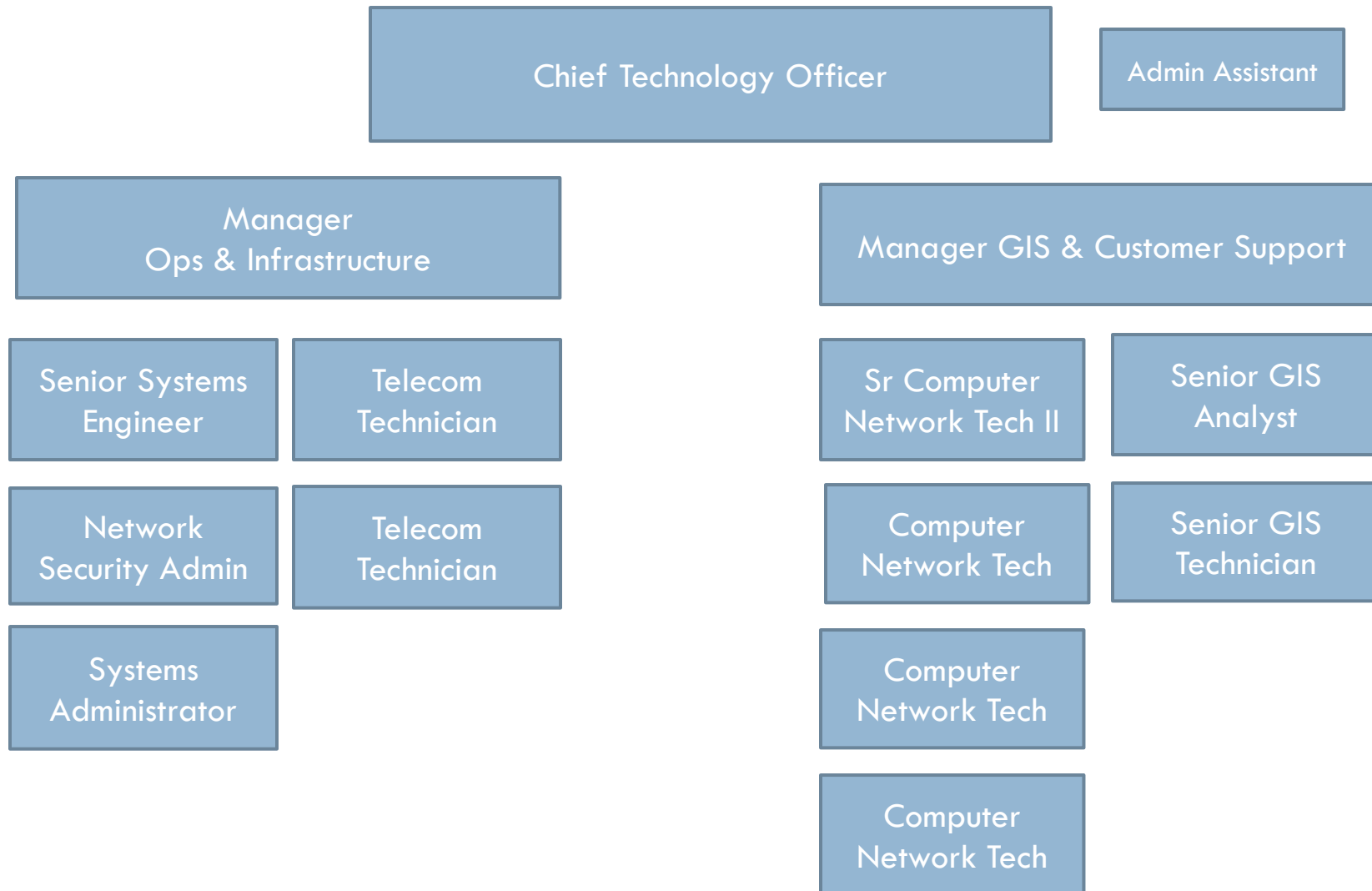
## PROJECT LIST

	PROJECT NAME	START	FINISH
1. Communications	01. Complete the Phone System Migration to VOIP		
1. Communications	02. Replace the Current Douglas County Websites		
1. Communications	03. Replace the Unsupported Centracom System in 911	12/2016	03/2017
1. Communications	04. Provision Radio Communications in the Highway 50/Highway 28 Corridor		
1. Communications	05. Deploy Text to 911 Solution		
1. Communications	06. Replace the County's Intranet	07/2016	12/2016
1. Communications	07. Deploy Skype for Business		
1. Communications	08. Convert Conference Rooms to Collaboration Centers		
1. Communications	09. Deploy Online Meetings to 911 desktops		
1. Communications	10. Create a Technology Services Newsletter	09/2016	10/2016
1. Communications	11. Create Map for Vacant Buildings for Lease		
1. Communications	12. Create Town Walking Map		
1. Communications	13. Create Map for Town Bench Donation Locations		
1. Communications	14. Create Tour App for Visitors		
1. Communications	15. Deploy Radio Over Internet Protocol (ROIP)		
2. Process Improvement	16. Implement an Online Payment Portal		
2. Process Improvement	17. Upgrade to Office 365		
2. Process Improvement	18. Implement Computerized Maintenance Management System (CMMS)	07/2016	06/2021
2. Process Improvement	19. Replace Licensing and Permitting Systems		
2. Process Improvement	20. Implement Digital Forms and Workflow		
2. Process Improvement	21. Replace Cash Receipting System	01/2017	

2. Process Improvement	22. Upgrade Voter Registration System		
2. Process Improvement	23. Implement Learning Management System (LMS)		
2. Process Improvement	24. Replace Performance Management Program (PMP)		
2. Process Improvement	25. Deploy Enterprise Document Management System		
2. Process Improvement	26. Develop GIS Application for Parcels		
2. Process Improvement	27. Automate Onboarding and Separation Processes	01/2017	03/2017
2. Process Improvement	28. Replace Fictitious Names Filings		
2. Process Improvement	29. Deploy GIS-based Trash and Water Apps for the Towns		
2. Process Improvement	30. Replace Analog Faxing with Fax Over Internet Protocol (FOIP)		
3. Infrastructure	31. Automate Change Management Process	11/2016	03/2017
3. Infrastructure	32. Deploy Wireless as a Service in County Buildings	11/2016	04/2017
3. Infrastructure	33. Replace Mobile Device Management Solution	06/2016	10/2016
3. Infrastructure	34. Transform Cost Allocation to Align with Services	10/2016	02/2017
3. Infrastructure	35. Incorporate Event Management Processes		
3. Infrastructure	36. Implement Problem Management		
3. Infrastructure	37. Deploy Broadband Services to Topaz Park	11/2016	05/2017
3. Infrastructure	38. Deploy Broadband Services to Airport	12/2016	05/2017
3. Infrastructure	39. Deploy Broadband Services to Genoa		
3. Infrastructure	40. Deploy Broadband Services to Town of Gardnerville		
3. Infrastructure	41. Improve Backup and Recovery for Town of Gardnerville		
3. Infrastructure	42. Expand Video Surveillance Capabilities to include Offices, Parks, Shooting Range, Gas Station		
3. Infrastructure	43. Deploy Federated Identity in the Cloud		

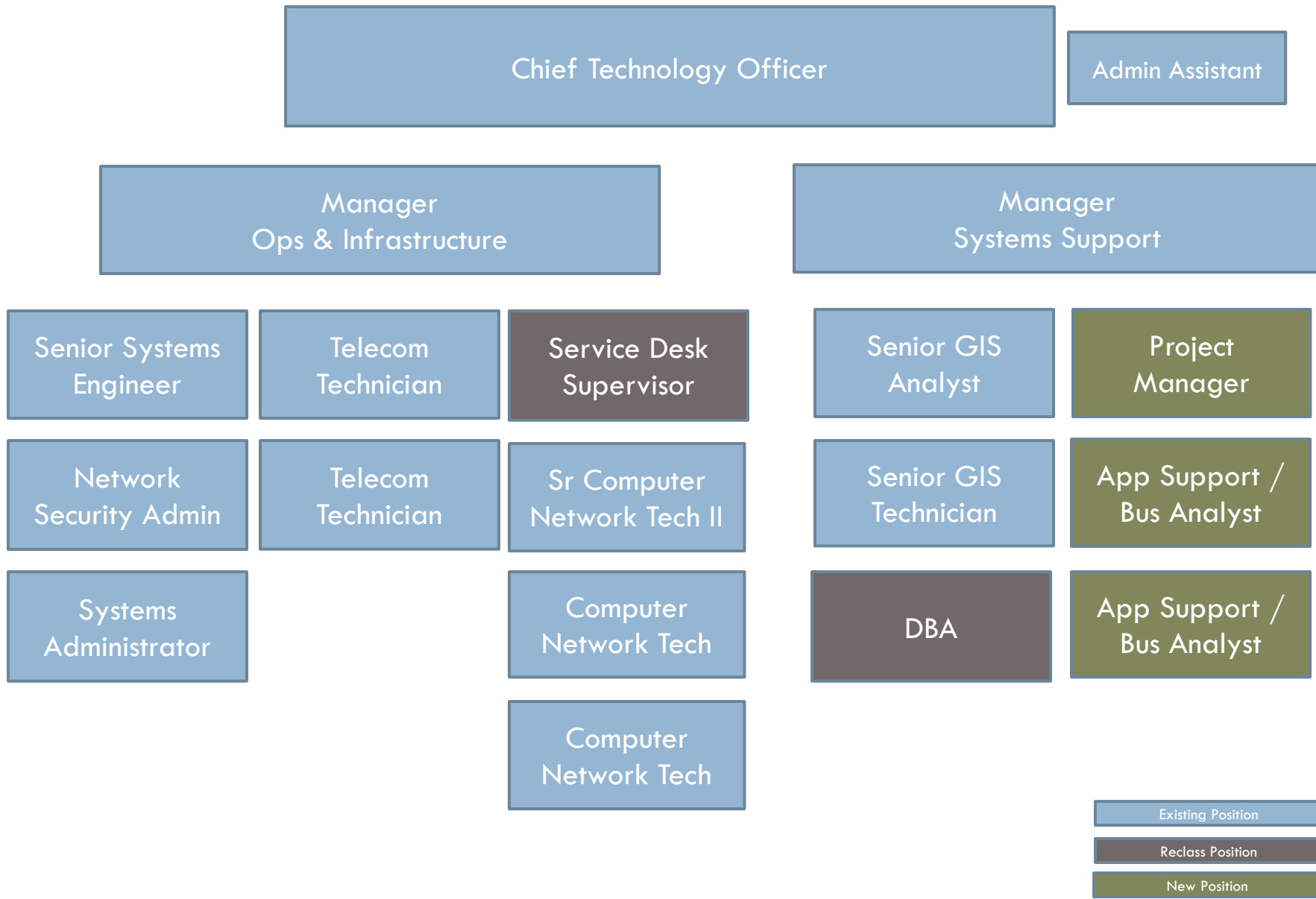
3. Infrastructure	44. Move to a Consolidated Modern Data Center		
4. Customer Service	45. Replace Two Help Desk Solutions with a Service Desk Suite	11/2016	03/2017
4. Customer Service	46. Implement Annual Customer Service Survey	07/2016	09/2016
4. Customer Service	47. Develop TSD Service Catalog	09/2016	01/2017
4. Customer Service	48. Develop and Maintain Enterprise Architecture Documentation	08/2016	01/2017
4. Customer Service	49. Create IT Project Management Capabilities		
4. Customer Service	50. Create Business Analyst and Application Support Capabilities		
4. Customer Service	51. Consolidate County IT Operations Under TSD		
4. Customer Service	52. Align Technology Steering Committee Structure to Best Practices		
4. Customer Service	53. Obtain Additional Maintenance Vehicle		
4. Customer Service	54. Move to Office Location that Can House All Staff		
5. Decision Making	55. Hire a Database Administrator	07/2016	02/2017
5. Decision Making	56. Develop a County Data Warehouse		
5. Decision Making	57. Replace Static Datasets with Enterprise Applications		
5. Decision Making	58. Identify Data Stewards in Each Department to Liaison with TSD		
5. Decision Making	59. Develop Data Management Plan		
5. Decision Making	60. Obtain Off-Site Location for AppAssure Appliance		
5. Decision Making	61. Develop Disaster Recovery Plan		
5. Decision Making	62. County-wide Implementation of ArcGIS Online		

CURRENT TECHNOLOGY SERVICES ORG CHART



Existing Positions

INTERIM TECHNOLOGY SERVICES ORG CHART



FUTURE TECHNOLOGY SERVICES ORG CHART

