TECHNOLOGY SERVICES STRATEGIC PLAN

WASHOE COUNTY, NEVADA

FY18 – FY22

"Information technology and business are becoming inextricably interwoven. I don't think anybody can talk meaningfully about one without talking about the other."

— Bill Gates, Microsoft

LETTER FROM THE CHIEF INFORMATION OFFICER

It's with great pleasure that I can share with you the Technology Services Department (TS) strategic plan for FY18 - FY22. This plan reflects a vision that will unite our endeavors and make us more effective and better coordinated in providing our services.

This plan is our collaborated effort to bring together people, processes, and technology that engages our staff and partners to deliver solutions to citizens and county agencies. It provides broad goals outlining our direction and includes TS Division roadmaps that provide greater project details that link back to these broader goals. Our goals are linked to the County's Strategic Plan to ensure TS is aligned with the County's top priorities.

This plan is a key component of TS's communication strategy which includes the management of information and utilization of new tools to access information. Greater use of data analytics is targeted to ease access in traditional reports and will also include access in other forms. The plan also addresses today's mobility capabilities and the provision of information beyond the office to mobile devices.

The County's cybersecurity presence on the web and employee awareness of online threats are primary areas of importance in the plan. Global news reports of cyber-attacks and data breaches are events which occur with increasing frequency and we plan to utilize industry best practices to prevent being impacted by these events. This plan also includes our engagement with regional partners in shared technology such as the Land Mobile Radio system, Enhanced 911, and GIS solutions. TS has a coordinating role for these technologies and we will continue to strive to ensure these technologies meet regional expectations through their governing committees.

This plan is the product of a collaborative effort of the TS leadership team and the Information Technology Advisory Committee (ITAC). It projects a five-year vision with more specific detail covering two-three-year project roadmaps from each of the TS Divisions. This plan will be updated at least every two years and reviewed and approved by ITAC to ensure it remains current and relevant to the County's needs.

TS is committed to excellence in the delivery of technology services and with this plan we'll seek to further communicate and collaborate with departments and county agencies and the citizens we serve. By working together, we will be taking steps to make this vision a reality.

Craig Betts
Chief Information Officer
Washoe County Technology Services Department

INTRODUCTION

Washoe County's Technology Services Department (TS) strategic plan for FY18-FY22 was developed by the Department's leadership team through the IT Advisory Committee (ITAC) to highlight technology directions, identify projects, and coordinate support for the technology needs of the County. Establishing a five-year vision for technology assists in keeping an eye on two directions simultaneously. The first is maintenance of legacy and existing systems and technologies; second is the implementation of new technologies to replace older or obsolete systems by introducing new functionality and enabling business operations to offer greater services in more efficient and effective ways.

This strategic plan also fulfills a goal of establishing a roadmap with greater detail for new projects that bring together project and financial planning for new capital improvement project investments and existing operational expense management. Supporting this plan are roadmaps from each of the Divisions within TS: Business Systems & Integrations; Customer and Enterprise Solutions; Enterprise Infrastructure; and Regional Services.

Communication about technology requirements and improvements is vital to the success of TS's mission. TS shares its departmental news, project updates, and projects on the horizon with ITAC which serves as a governance review ensuring TS is working on top priorities of the County. ITAC is comprised of representatives from each of the County's departments. TS also collaborates directly with individual departments through regular Relationship Communication Facilitation (RCF) meetings. RCF meetings focus on topics of interest as expressed by each department and helps ensure TS's service delivery is meeting the needs of each department.

The TS strategic plan outlines the top department priorities for the next five years ensuring that TS continues to be a mature technology organization that adopts new technology when it's a best fit for County operations. This plan focuses on the following strategic goals:

Goal 1: Cybersecurity and Information Security: managing security to ensure that systems, employees, and data are protected from online threats and increasing the level of security awareness and education of the County's user community.

Goal 2: Regional Technology Leadership: coordinate new technology improvements in the Land Mobile Radio system, e911, and GIS initiatives impacting agencies in the region.

Goal 3: TS Service Delivery: provide excellent information services to the user community with superior customer satisfaction results and promote continuous process improvements.

Goal 4: IT Operations and Infrastructure: build and maintain highly reliable and secure networks and systems that enable Washoe users best perform their roles.

Goal 5: TS Workforce Succession Planning: attract and retain a technology workforce that is well skilled and cross-trained to ensure continuity of operations.

Goal 6: Information Management and Data Analytics: improving the use of data to enhance decision making processes and information sharing through better use of reports, charts and dashboards.

VISION, MISSION, AND VALUES

Vision

INTEGRATE NEW AND EMERGING TECHNOLOGIES THAT SIMPLIFY WORK PROCESSES, ENCOURAGE COLLABORATION, INCREASE DATA SECURITY, QUICKLY PROVIDE INFORMATION AND SERVICES TO THE PUBLIC AND OPTIMIZE TECHNOLOGY VALUE TO WASHOE COUNTY.

Mission

UTILIZE AND DEVELOP EFFECTIVE AND INNOVATIVE TECHNOLOGY SOLUTIONS TO HELP WASHOE COUNTY AND SURROUNDING REGIONS IN PROVIDING AND SUSTAINING A SAFE, SECURE AND HEALTHY COMMUNITY.

Values

Customer Service Excellence - *We are dedicated to satisfying customer needs and honoring commitments that we have made to them.*

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.*

Integrity *– We act with honesty and fairness, never compromising the truth.*

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.*

Responsibility *– We are fiscally responsible for the resources entrusted to us. We use good judgement and sound thinking when balancing risk and security.*

Teamwork *– Our team is supportive of each other's efforts, loyal to one another, and care for each other personally and professionally.*

PRINCIPLES AND PRACTICES

Enterprise Technology 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.

In utilizing current technology for business transformation, TS will continually collaborate with County departments to 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 departments that drive business delivery.

Operational excellence through the continuous improvement of County technology operations is essential in meeting expectations of County leadership. Achieving operational excellence requires elimination of single points of failure that may hinder business continuity; building multiple paths of redundancy for applications, storage, networks and basic technology operations; planning for circumstances beyond the County's control; and, responding to events in a timely and efficient manner.

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

Information Management

Enterprise Information Management (EIM) is an integrative discipline for structuring, describing, and governing information assets across organizational and technological boundaries to improve efficiency, promote transparency, and enable business insight. Looking to the future, TS will continue to leverage its current information assets and infrastructure while building comprehensive business intelligence strategies and programs.

A primary goal of the County's EIM strategy is to produce and maintain data in a manner that allows it to be publicly accessible in an open format. The information should be discoverable and accessible when it is appropriate and feasible. These values support the County's goals of supporting effective and open decision making and the collection and dissemination of information that helps the public understand how the County can serve the community in a meaningful way.

Information is a strategic asset. The County's EIM infrastructure should be used to support data-driven decision making, short and long-term strategies and goals, and to improve services to the public. Too often, data is stored within databases that are difficult to access or stored in

formats that are difficult to decipher. Technology Services will help produce business intelligence by bringing data to the surface, producing information from data that is actionable, and producing a system of data stewardship that is manageable and trustworthy.

The County's Geographic Information System (GIS) is utilized as a strategic enterprise platform and has high operational impact across multiple departments. GIS is the backbone of the regional permitting system (ONE) and will be a key component of the county's asset management program. Similarly, Washoe County's GIS is a primary data feed into the regional Enhanced 911 computer aided dispatch system. GIS users create, collect, maintain and distribute high quality, up-to-date, and complete geospatial data and services. Moving forward, TS will seek to cultivate the advanced analytical use of GIS technology among its users and, more broadly, use the analytical capabilities of GIS to support of the County's goals for Business Intelligence and data-driven decision making.

Collaboration and Communication

Technology Services is dedicated to building relationships and improving communications with County departments, neighboring local, State and federal agencies and private organizations. The department communicates with County Departments through the Relationship Communications Facilitation program and advisory committees like the Information Technology Advisor Committee and the Information Technology Standards Committee. Technology Services also communicates with regional agencies and organizations through committees such as the E911 Committee and Regional Base Map Committee.

Technology Services is also dedicated to improving employee efficiency by providing collaboration and information sharing tools. Granicus, SharePoint, and web applications like the Washoe Regional Mapping System help elected officials and staff communicate and share ideas between each other and the public. Granicus allows the County to do pre-meeting agenda compilation, live-streaming video, in-meeting voting, minutes recording and paperless delivery of agendas for all Board of County Commissioner meetings. SharePoint empowers our project teams, departments and divisions to share files, data, news, and resources. Applications like Washoe Regional Mapping System integrate County databases on property, zoning, voting, etc. and allow citizens to view this information geographically.

Mobile devices are expanding the ways employees communicate and interact with other employees, agencies and private organizations. Mobile computers, tablets and cell phones are being used in the field by law enforcement, fire protection services, appraisers, building inspectors, surveyors, child protective services, attorneys, animal services, park rangers, and road maintenance crews. As mobile technology advances, Technology Services is dedicated to adapting existing applications and acquiring new technology and procedures to ensure Washoe County mobile users are working in a secure environment and Washoe County data is protected.

Technology Services continues to work with neighboring government agencies and private organizations to support emergency services and disaster recovery efforts. Technology Services provides EOC and Dispatch support, mapping services, radio services, 800 MHz infrastructure, and infrastructure and application support for County departments. The 800 MHz Radio System is the backbone of regional public safety communication and facilitates interoperable communication between all regional public safety agencies during emergency and mutual-aid situations. Technology Services will continue to improve services and data to support emergency response and disaster recovery efforts.

Cloud Services

The County will continue to 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. Cloud solution benefits vary and are specific to applications and business operations. They will be assessed for benefits to the County on a case-by-case basis.

Interfaces will be developed to move data securely between cloud solutions and the data warehouse as deemed appropriate for reporting and metrics purposes. At times, cloud solutions require interfaces to on-premises solutions. In these cases, the solutions will be assessed for interoperability between systems with proper information security and access requirements.

Whether on-premises or in the cloud, all application processing solutions should be seamless to the end user or customer of the application. The identity management lifecycle and authorization provisioning are important considerations when moving or integrating 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 conduct continual evaluations and identification of technology to leverage within projects or next upgrades to reduce one-time costs and gain the benefits of consolidation and virtualization.

TS will maintain an adaptable infrastructure that allows the County to respond rapidly to developing business requirements. This includes standardizing on platforms and leveraging

vendors as partners. TS will improve the reliability of the infrastructure by increasing redundancy and availability, and by pinpointing single point failures and correcting them.

Secure technology safeguards protect against the 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 to business requirements gathering and project management processes while also providing oversight of key department projects and initiatives.

Technology Services will assess and evaluate all technology projects to ensure alignment of standards and identify application or business process dependencies and/or risks. In partnership with ITAC, TS will provide prioritization and oversight to confirm projects support the County's overall strategy. TS will also establish project controls, management and key checkpoints to ensure projects are successful.

STRATEGIC INITIATIVES

The following six strategic initiatives will be used to direct TS towards the vision of being a trusted partner in delivering County services. Use of an enterprise level approach where technology and business decisions are symbiotic will lead to process improvements as technology and business units share responsibility for the development, implementation and success of projects. Technology costs, processes and services will be transparent and benchmarked to ensure expected value is being delivered to the County.

1. CYBERSECURITY AND INFORMATION SECURITY

GOAL: Improve cybersecurity performance through ongoing awareness of information security, vulnerabilities, and threats impacting the operating information environment, ensuring that only authorized users have access to resources and information; and the implementation of technologies and processes that reduce the risk of malware.

To keep pace with this continually changing technology environment, TS must develop comprehensive, risk-based approaches to protect and support information, employees, and citizens. Implementing an agile approach to cybersecurity requires TS to develop improved and systematic processes, leverage resources to streamline implementation and improve security effectiveness. This effectiveness includes improvements in technology equipment, proactive monitoring and reactive processes, and in providing security awareness of employees.

Key objectives include:

- Ensure that cybersecurity protection systems are kept up-to-date
- Familiarize employees to phishing techniques, opening attachments, and risky links
- Update computer user statements of responsibility and acceptable use policies for employees and vendors that access the network
- Develop a Cybersecurity Intranet page for latest news and updates
- Create Cybersecurity metrics to provide transparent reporting on the work of County cyber defenses

Key	01. Acquire and deploy enhanced cybersecurity training to all employees
	02. Implement network segmentation for PC's processing PCI data
	03. Implement two factor authentication for access to sensitive information

2. REGIONAL TECHNOLOGY LEADERSHIP

GOAL: Collaborate on new technologies in the Land Mobile Radio environment, enhanced 911, and GIS initiatives impacting the region.

TS will continue to lead in the development and implementation of several regional technology initiatives, including:

Regional Land Mobile Radio System – The Washoe County Regional Communication System or WCRCS, provides regional radio communication for all first responders in the region including Nevada Highway Patrol, and federal agencies. The current system requires an upgrade to a Project 25 (P25) digital radio system within the next five to seven years. In partnership with the Nevada Department of Transportation and NV Energy, Washoe County will work to select a vendor to perform the upgrade and subsequently work with the vendor to design and build the next generation of Land Mobile Radio for the region.

Enhanced 911 & Portable Event Recorders – With Senate Bill 176, the 2017 Nevada Legislature amended Nevada Revised Statutes to require all uniformed peace offices who routinely interact with the public to wear Body Cameras. Before a Body Camera plan can be implemented, however, a Five-Year Master Plan must be in place with a focus on the Enhanced 911 Telephone System and Portable Event Recording Devices. Washoe County TS will lead the effort to build the Master Plan and coordinate other necessary administrative activities such as a Business Impact Statement and modifications to the County Ordinance relating to 911 funds and the Enhanced 911 Emergency Response Committee. Similarly, Washoe County TS will work with the regional Emergency Manager to upgrade and/or implement a comprehensive citizen alert system.

Regional GIS Partnerships – Washoe County GIS will continue to enhance and build relationships with regional partners by working together to complete regionally beneficial projects including acquisition of LiDAR data and orthoimagery in 2017 and 2019 respectively; the development and implementation of a framework and technology by which regional partners can collaborate on regionally significant GIS data; and deployment and continuous development of a public-facing, web-based regional GIS.

Key objectives include

- Coordinate regional activities for the planning and implementation of the P25 Radio system.
- Coordinate the strategic plan update for e911 and include planning and coordination for Technology Service's responsibilities for portable event recording devices as required by the 2017 Nevada legislature.
- Expand the integration of Geographic Information Systems (GIS) to streamline department operations and enhance regional partnerships.

Key Projects	01. NSRS P25 Radio System. Select and contract with a P25 manufacturer to design and build the NSRS radio system.
	02. Regional GIS Platform
	03. Acquire new LiDAR digital terrain data in partnership with the USGS in 2018
	04. Ortho-imagery acquisition
	05. Radio replacement program
	06. Asset/Work Management System for the Washoe County Regional Communications System.

3. Enhance TS Service Delivery

GOAL: Ensure TS resources can service the County's technology requirements by leveraging industry best practices, benchmarking service levels, and automating routine tasks.

Globally, companies and government organizations are experiencing an increase in demand for user mobility and access to applications and data that traditional client computing cannot accommodate. Devices, networks, application architecture, delivery options, and management and security models are becoming more complex. Washoe County is experiencing these changes and has employees requesting fast evolving, consumer-grade devices, platforms, and location independent applications and cloud services. Our static client computing model cannot fulfill the requirements for this more agile and fast-evolving workspace. For Washoe County to handle this complexity, the organization needs to shift from a device-centric delivery framework to a user-centric delivery framework.

TS strives for excellent customer service in all its operations. Technology users need assistance from TS from time to time and knowing who to contact within TS may not always be easy to know. TS will develop a service catalog that defines its services and service levels. The service catalog will also define who to contact for various services and define costs for products that are not already provided for by TS.

TS operates its customer service based on a ticketing system that aides in prioritizing requests, handing requests amongst staff, and helping to ensure that requests are handled in a timely manner. TS will define service level objectives for its operations and develop metrics to ensure its meeting those expectations.

TS will increase employee productivity by upgrading to newer operating systems and applications, migrating services into the cloud, making data accessible from anywhere, anytime and with any device, and providing greater employee self-service options.

New technologies are increasing the number of mobile workers in Washoe County. Mobile users work on County owned laptops, tablets, and phones and some users bring their own device to work. TS will

develop strategies to access and print email and documents just as in the desktop environment. Also, strategies will be developed for bring your own device users.

The user-centric delivery framework, service catalog, newer operating system and productivity software and improvements to accessing information from anywhere, anytime and any device will reduce the technology perimeter managed by TS. The result will be an increase in employee satisfaction and productivity.

Key objectives include

- Review TS customer service processes and procedures for improvements
- Enable greater technology self-service for employees
- Upgrade desktop productivity software for employees
- Access data and information from anywhere, anytime and with any device
- Develop bring your own device strategies
- Improve project management capabilities and templates

Key Projects	01. Develop a TS Service Catalog and end-user and infrastructure analytic tools
	02. Implement Microsoft Office 365
	03. Upgrade to Windows 10
	04. Implement best practice PC solutions including possible Desktop as a Service capabilities
	05. Develop technology self-service tools

4. IT Operations and Infrastructure

GOAL: Maintain, operate and upgrade the technology infrastructure in a manner that provides all 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 County technology infrastructure is maintained and operated according to industry best practices and meets the needs of County departments and citizens. TS will ensure that continuity and security of operations are proactively addressed and will make sure that we have quality monitoring and alerting systems in place always. TS will strive to maintain the knowledge and skills of its staff at the highest possible levels. TS 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.

TS 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 lifecycle system support from implementation to maintenance to retirement, and will monitor key performance indicators and engage in continuous process improvement.

Many of the projects related to this initiative require capital investments in technology and benefits assessed and prioritized within the annual budgeting process.

Key objectives include

- Incorporate industry best practices within TS operations
- Continually enhance reliability and security of the information infrastructure
- Develop metrics to measure performance in key TS operations
- Manage system availability risks with redundancy and recoverability operations
- Work with County departments to understand business continuity requirements and priorities
- Expand capabilities in data archiving, retention and recovery
- Protect the County's data with backup and recovery solutions and plans
- Improve collaboration with external department technology staff

Key Projects	
	01. Develop change management processes for the Infrastructure environment
	02. Integrate event management processes
	03. Develop the plan to migrate from tape to disk backup of County data
	04. Develop a disaster recovery plan and test it annually
	05. Restructure SAP maintenance contract to achieve greater vendor value in supporting the system

5. TS Workforce Succession Planning

GOAL: Ensure TS can continue to provide support and service for County operations and serve the citizens of Washoe County in the most cost-effective manner for the foreseeable future. As retirements and normal attrition occurs, staff knowledge will be successfully transitioned to others to retain as much knowledge of legacy systems and operations as possible.

TS is comprised of 82 full-time employees and yet operates some key operational areas with individual resources without sufficient alternates trained to step in should a vacancy occur. TS will strive to proactively address these positions with trained personnel in the event of a vacancy. In addition, TS will identify gaps in its organization and work to fill these gaps with either existing staff or request new

positions in the budgeting process. As legacy systems are replaced with newer technology, staff supporting those positions will be cross-trained in supporting the newer technology.

TS will continually look for opportunities to consolidate systems and administration of systems to gain synergies of existing staff.

Key objectives include

- Identify the critical single points of responsibility and cross-train resources for support and service
- Use the governance process to prioritize IT resources
- Align TS to industry best practices and frameworks
- Continue to provide highest levels of overall customer satisfaction with a customer oriented and service driven team
- Replace manual processes with automation wherever possible
- Provide online training and technology resources to maintain high levels of technical knowledge

Key Projects	
	01. Develop and Maintain Enterprise Architecture Documentation
	02. Broaden Business Analyst and Application Support Capabilities
	03. Broaden use of collaboration software, like SharePoint, to document support capabilities
	04. Leverage online training for all TS staff to broaden skillsets

6. Information Management and Data Analytics

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

Technology Services will continue to provide application services that process business transactions in the most efficient and effective manner and enable access to processed data and information to help make the best business decisions. To do this, TS will develop and maintain an application portfolio that identifies all production applications in use at the County including their platforms, versions, and useful life expectancy. This portfolio will be reviewed and used by the governance process in prioritizing applications for upgrade or replacement.

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. The data analytics

projects aim is to bring together data from across the County that can be leveraged for reporting on information, backup of critical data assets, and transparency to its citizens. TS will continue to develop its data analytics solution for reporting, dashboards, and internal and external data publication.

Key objectives include

- Develop an application portfolio of existing systems for disaster recovery preparedness
- Provide open and secure access to data and information
- Implement systems to enhance multi-department data sharing and interoperability
- Acquire and implement dashboard technology to graphical represent reporting data
- Develop staff capabilities to provide reporting and dashboards on non-SAP data
- Increase utilization of mobile worker technologies and capabilities

Key Projects	
	01. Implement Microsoft SharePoint and Exchange online
	02. Implement new GIS web application
	03. Complete the implementation of the Accela Licensing and Permitting application
	04. Upgrade Voter Registration System
	05. Buildout the SAP data warehouse and other data marts

GOVERNANCE STRUCTURE

Information Technology Advisory Committee

The Information Technology Advisory Committee is responsible for the effective, cost-efficient application of information technologies, and prioritization of projects based on the goals and the needs of Washoe County.

Advisory committee membership is comprised of County staff representing the departments of the County. The committee's responsibilities are to:

- Make decisions on project requests and prioritize projects while ensuring alignment with the County's strategic plan and County business strategies.
- Participate in the annual County goal-setting and planning process, review continuing initiatives for value and potential returns; agree to a collection of proposed initiatives linked to new or changed goals; and resolve collisions, overlaps, and redundancies between or among potential new initiatives and continuing initiatives.
- Ensure the County stays current regarding innovative and breakthrough technologies, where practical.
- Obtain organizational acceptance of risks associated with IT initiatives and ensures continuing oversight and containment of risks.

Sub-committees of the ITAC address specific technology needs for the County. These committees report their activities through the ITAC:

SAP Executive Committee - Reviews actions and requirements of the SAP system and provides direction to the Business Systems and Integrations team that supports the system.

Information Technology Standards Committee - The ITSC 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 reliability.

Information Technology Open Source Committee – Established in late 2008 the ITOSC researches open source solutions as an alternative to commercially available systems. Although not as active as it was in its inception the ITOSC persists to offer direction to ITAC when open source products are being considered for acquisition and implementation. Understanding sustainability is top priority open source products are rated on strength of their community project and support options as well as their overall functionality.

Internet Working Group – The IWG brings together employees with technical and content responsibilities for various departments to share knowledge and provide consistency related to Washoe County's internet presence.

Public Committees:

800MHz Joint Operating & Users Committees – Each participating agency in the Washoe County Regional Communication System (WCRCS) participates as a member of the Joint Operating Committee (JOC). The JOC is responsible for the administration of components of the WCRCS that are common to all participating agencies including budget, capital outlay, operating policies, and long-range plans.

The Users Committee is responsible for reviews and recommendations to the JOC for the WCRCS Operations and Maintenance budget, capital outlay, goals and objectives, long-range plans, and adoption of by-laws.

Enhanced 911 Emergency Response Advisory Committee – The Enhanced 911 Emergency Response Advisory Committee (E911 ERAC) is responsible for developing the annual and long-range priorities for enhancement of the 911 telephone system including management of the E911 technology fund and annual budgets. As of May 2017, the E911 ERAC is also responsible for the implementation of and provision of funds for portable event recording devices for law enforcement officers who routinely interact with the public.

GIS Base-Map Committee – The GIS Base-Map Committee is responsible for the acquisition and provision of regional GIS base data such as digital orthophotography and elevation data. The Base-Map Committee maintains an annual budget, issues Requests for Proposals and selects vendors for imagery and terrain data acquisitions.

PROJECT LIST

	PROJECT NAME
1. Cybersecurity	01. Acquire and deploy enhanced cybersecurity training to all employees
1. Cybersecurity	02. Implement the recommendations outlined in the 2016 PCI DSS Assessment report
1. Cybersecurity	03. Ensure cybersecurity policies are current
1. Cybersecurity	04. Develop a Statement of Responsibility document
1. Cybersecurity	05. Develop series of metrics that reflect the quality of cybersecurity programs
2. Regional Technology Leadership	01. Select a P25 manufacturer to design and build the NSRS radio system.
2. Regional Technology Leadership	02. Update the e911 strategic plan.
2. Regional Technology Leadership	03. Develop a strategic plan for portable event recording devices as required by legislation enacted in 2017.
2. Regional Technology Leadership	04. Deploy enhanced web-based GIS application (formerly Quick Map)
2. Regional Technology Leadership	05. Acquire new LiDAR digital terrain data in partnership with the USGS in 2017
3. Enhance TS Service Delivery	01. Develop a TS Service Catalog
3. Enhance TS Service Delivery	02. Update the County's telecommuting policies and capabilities
3. Enhance TS Service Delivery	03. Develop bring your own device strategies
3. Enhance TS Service Delivery	04. Improve the TS ticketing system process
3. Enhance TS Service Delivery	05. Enhance the TS customer feedback system
3. Enhance TS Service Delivery	06. Develop IT project management capabilities
3. Enhance TS Service Delivery	07. Develop a strategy for County mobility devices
3. Enhance TS Service Delivery	08. Enable TS customer self-service

4. IT Operations and Infrastructure	01. Develop change management processes for the Infrastructure environment
4. IT Operations and Infrastructure	02. Integrate event management processes
4. IT Operations and Infrastructure	03. Develop the plan to migrate from tape to disk backup of County data
4. IT Operations and Infrastructure	04. Improve collaboration with external department technology staff
4. IT Operations and Infrastructure	05. Develop a disaster recovery plan and test it annually
4. IT Operations and Infrastructure	06. Update TS COOP plan on an annual basis
5. TS Workforce Succession Planning	01. Develop and Maintain Enterprise Architecture Documentation
5. TS Workforce Succession Planning	02. Broaden Business Analyst and Application Support Capabilities
5. TS Workforce Succession Planning	03. Broaden use of collaboration software, like SharePoint, to document support capabilities
5. TS Workforce Succession Planning	04. Leverage online training for all TS staff to broaden skillsets
6. Information Management and Data Analytics	01. Upgrade to Microsoft Office 365
6. Information Management and Data Analytics	02. Implement new GIS Quickmap application
6. Information Management and Data Analytics	03. Complete the implementation of the Accela Licensing and Permitting application
6. Information Management and Data Analytics	04. Upgrade Voter Registration System