



Washoe County Information Technology Strategic Plan FY22-24



As of October 22, 2021



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Chief Information Officer
Washoe County*

Message from the CIO

With special thanks to the more than 200 County employees who participated in the development of this plan, it is my privilege and pleasure to present Washoe County's 3-year Technology Roadmap.

I am fortunate to serve one of the fastest growing and most progressive counties in the country. From the rugged Tahoe peaks to the northern borders in Nevada, Washoe County is filled with beauty and growth opportunities.

We are living in extraordinary times and witnessing the fourth industrial revolution unfolding in front of our eyes as the Covid-19 pandemic is disrupting just about every aspect of our lives, posing challenges, and creating opportunities. Unlike any other force, the pandemic has accelerated the digital transformation and proven that the only constant is change. Consequently, the goal of this plan is to help us better manage change, be nimble, and ultimately embrace disruptions to innovate how we provide services to the community.

Enhanced citizens experience, operational effectiveness, cybersecurity, and business continuity are the primary objectives of this plan followed by several strategic actions. Furthermore, the plan has identified a series of projects and programs under each strategic action that are aligned with the County's priorities and the County's vision to be the social, economic and policy leader in the region.

Every successful organization has a secret sauce that makes it unique and gives it competitive advantage. More than ever, County employees rely on technology to provide outstanding services to the community, and this plan serves as the secret sauce to guide the Technology Services Department through the County's digital transformation journey.



FY22-24 Information Technology Strategic Plan Summary

Our Vision

Enhance and improve cybersecurity, citizens' experience, service delivery and operational effectiveness by accelerating innovation, unleashing digital channels, and actively sensing and responding to trends and disruptions!

"Embracing technology responsibly will continue to be an important ingredient to the County's future success."

Eric Brown, County Manager

Business Objectives & Strategic Actions



Citizen Experience

SELF SERVICE: Increase opportunities for citizen self-service, both online and via in-person kiosks.

ONLINE SERVICES: Increase the availability of online services and virtual service delivery.

PUBLIC CONNECTIVITY: Provide community broadband in underserved areas & public WIFI in County buildings.



Infrastructure Modernization

COUNTY FACILITY CONNECTIVITY: Upgrade building networks and communications to handle increasing data demands.

WORKFORCE MOBILITY: Support and enable staff work anytime, anywhere.

UP-TO-DATE HARDWARE: Upgrade IT infrastructure thru a balanced and planned approach.



Security & Business Continuity

SAFE NETWORKS: Upgrade networks, infrastructure, and policies to guard against security breaches.

DATA STORAGE & REDUNDANCY: Increase data storage both onsite and offsite to meet growing demands.



Digital Transformation & Automation of Business Processes

ENTERPRISE SYSTEMS: Implement major enterprise system upgrades (SAP, Justware, etc.).

DATA & DIGITIZATION: Remove all roadblocks to digitization and data analytics, while being security conscience.



Strategic Business Partnership & IT Governance

IT GOVERNANCE: Establish consistent funding, project prioritization and communication with all departments.

IT PRACTICES: Establish, train, and reinforce the use of IT best practices and processes.

REGIONAL SYSTEMS: Continue to implement and improve regional solutions with our partners.



TS Organizational Excellence

SERVING DEPARTMENTS: Streamline and strengthen our service to departments thru dedicated support and self-service.

STAFFING & ORGANIZATIONAL STRUCTURE: Create specialized TS teams to implement key County initiatives.

TRAINING & DEVELOPMENT: Build and enhance TS capabilities & talent to meet emerging technology needs.

OPERATIONAL EXCELLENCE: Formalize policies, procedures, and processes to be as efficient and effective as possible.



FY22-24 Roadmap

Empowering Washoe County through service, partnership, and innovation.

*County Strategic Objectives		Q1/2 FY22	Q3/4 FY22	Q1/2 FY23	Q3/4 FY23	Q1/2 FY24	Q3/4 FY24	
<p>Citizen Experience</p> <p><i>*Fiscal Sustainability and Innovative Services</i></p>					Citizen Self-Service Portal			
		Open Data, Knowledge Base and Transparency Portal						
		Chat Bots						
		Electronic Map Submission						
			Online Citizen Appointment Scheduling, enterprise wide					
	Standard tools for virtual, public meetings							
		Extend Broadband to Unserved Communities						
<p>Infrastructure Modernization</p> <p><i>* Innovative Services</i></p>		Replace County Phone System to Enable Unified Communications.						
		Upgrade Wireless in all County Facilities						
		Deploy Wireless to County facilities without WiFi						
		Upgrade Bi-Directional Amplifiers (BDA) to improve in-building public safety radio coverage						
		Upgrade Regional Communications System Core Router						
		Improve the Remote Working Experience						
		Improve staff ability to host hybrid/virtual meetings (Teams Rooms)						
		Replace Core and Edge Routers						
		Upgrade County-wide Firewall						
		Refresh all County-wide Switches						
	Conduct Infrastructure Assessment							
<p>Security & Business Continuity</p> <p><i>*Fiscal Sustainability</i></p>		Renew and revise County-wide Security Policy						
			Enhance WC Radio Communication Systems Network Security					
		Develop and test an Incident Response Plan						
		Establish annual cybersecurity education for all staff						
		Establish Annual CISA penetration tests and CISA audit of ERP and SCADA systems						
		Implement Cybersecurity Best Practices Framework & Protocol						
		Implement backups for all data managed by TS, including Office365						
		Reengineer the current Disaster Recovery Site for all data TS is managing						
			Ensure Network Redundancy for all County complexes					
			Develop a Disaster Recovery Plan & update the Business Continuity Plan, specific to data and hardware					
	Upgrade analog security Camera Systems							
	Upgrade County-wide Door Controller System							



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	Q1/2 FY22	Q3/4 FY22	Q1/2 FY23	Q3/4 FY23	Q1/2 FY24	Q3/4 FY24	
 <p>Digital Transformation & Automation of Business Processes</p> <p><i>* Innovative Services</i></p>	Replace Prosecutor/Defender Case Management Systems		Upgrade the County Financial System/SAP				
	Deploy ArcGIS Enterprise to provide ease of use access to geospatial information		Update of Elections Systems and Processes				
	Case Management System for homeless		Implement a new Budget Management System				
				Integrate PGS with financial software (Public Guardian)		Converting from JCATS to web-based Tyler Caseload Pro	
	Health preparedness - TBD		Upgrade or replace Records Documentation System				
							Assess AppXtender
	Establish standards and tools for Data Analytics and Dashboards. (program)						
	Establish an Asset Replacement Schedule and Fund for Asset & Application Management						
	Improve RCF and RCFs for all departments						
	Improve ITAC						
 <p>Strategic Business Partnership & IT Governance</p> <p><i>* Innovative Services</i></p>	Guidelines for Departments to choose and use Third-Party Applications		Assess and improve the current Ticketing System (IT Service Mgmt)				
	Fully implement COBIT and ITIL Standards across TS and Department IT. (program)						
	Replace the Public Safety and Law Enforcement Record systems (CAD, RMS and JMS)						
	Web Emergency Operations Center (EOC) and integration with the State EOC		Complete the P25 Radio System replacement				
	Implement the 911 Master Plan						
	Complete ESInet and NextGen 911 Core Services						
	Move TMFPD dispatch to REMSA		Propose a regional partnership for NDOT Fiber				



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 <p>TS Organizational Excellence <i>* Innovative Services</i></p>	After hours & 24/7 support (program)					
	Internal and external communication frameworks and tools (program)					
	Establish and communicate staff assignments to departments. (program)					
	ITSM Improvements or replacement - Ticket/Request Tracker needs upgrade					
	Empowering staff in departments. Define enhanced roles and reporting DSP and TS.					
	PMO Office - Establish PMO office, policies, training, guidelines					
	Review job descriptions and pay scales for TS employees					
	Continuous team building workshop					
	Staff training, development & succession planning (Program)					
	Smart sourcing to address resource needs (Program)					
	Employee lifecycle process enhancement (ie. recruitment, onboarding, performance evaluation, exit) (Program)					
	Infrastructure Management (Process improvement) (Program)					
	GIS-Web Service and website monitoring (Program)					
	Keep TS policies updated. (Program)					
	Consolidation of Edison and full implementation of hybrid work					
					WCRCs/Radio Shop Facilities Move	
	Operations management process improvement (program)					
	Documents and records management standards (program)					
Network & Infrastructure documentation						