

Nevada County, CA
Information and
Communication Technology
Strategic Plan
2013 – 2016

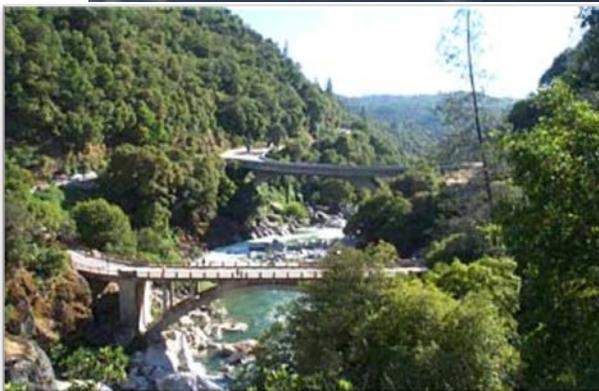
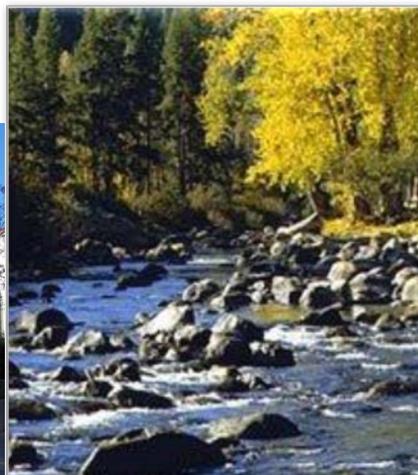


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Executive Summary



While the Great Recession is over, the effects and impacts it made on the County organization are long-lasting. Our organization saw a staffing decline of over 26%, while county population, service offerings, and service levels stayed relatively the same. In certain program areas such as Social Services, service levels increased dramatically over this period. This significant decline in overall resources (County staff and revenue levels) combined with a level or moderate increase in citizen service demand has resulted in a service sustainability challenge. That is, a gap has been created between current County resources and citizen service demand levels.

To respond to and bridge this service capability gap, the County has leveraged information and communication technology (ICT) to increase county worker productivity, citizen self-service offerings, and overall organizational efficiencies. This strategic plan builds on this theme of creating and maintaining a sustainable county organization that can meet current and future citizen service needs without needing to return to previous unsustainable high county staffing levels.

The County is leveraging every ICT cost reduction strategy available, including moving more applications to the cloud or Software as a Service (SaaS), increasing server virtualization, optimizing data center power and cooling requirements, strategic sourcing and partnering, software licensing and platform consolidations, mobility and BYOD – bring your own device.

This strategic plan is about enabling the County organization to deliver current levels of citizen services, improve services, and even increase service levels to our citizens without needing to increase the County workforce. This plan outlines nine strategic initiatives designed to build organizational capacity to address the County's service sustainability challenge. These initiatives were presented to the Board of Supervisors in their 2012 annual workshop and to the County Leadership Team.

- Business Intelligence
- Business Process Improvement
- Business Process Automation
- Citizen Education and Engagement
- Citizen Self-Service
- Collaboration and Communication
- Employee Training and Development
- Office Culture and Environment
- Operational Excellence

The County enterprise technology environment currently has the systems, staff, and resources in place to be successful with this strategy. Working together across the County organization, we can strategically prioritize and allocate our ICT resources to close the service capability gap, building highly efficient, citizen-focused, and effective County operations.

Steve Monaghan, Chief Information Officer

ICT Plan Objectives

- Ensure that all ICT goals align with the strategic objectives of the County
- Continue to build a foundation that fosters a common vision between Information Systems and partner departments
- Provide the County with a consistent framework to help guide ICT investment decisions, streamline its decision-making process, and improve overall communication across ICT
- Promote a collaborative work environment that allows the County to maximize employee talents and financial resources
- Define the County's major ICT initiatives
- Identify new technologies and trends, and define how to direct these technologies to help the departments
- Create a document that can be used as an education tool for department heads and managers
- Encourage a public-oriented view of technology
- Provide a framework for our ongoing project prioritization process
- Ensure business continuity, reliability, availability, and efficiency



Information and General Services Mission Statement

To provide an outstanding level of service, quality products and innovative solutions to those we serve. Through teamwork, professionalism and responsibility, we strive to meet and exceed the expectations of our customers, building an environment that promotes long-term relationships and creates value for our clients, our employees and the citizens of Nevada County.



IGS Guiding Principles

In addition to the mission statement and objectives, there are several guiding principles that we use in IGS to provide daily direction and focus. These guiding principles are intended to provide an environment in which IGS can achieve its objectives related to providing high-level customer service and creating an environment where we are partnering with our customers.

Commitment to Customer Care

IGS exists to service the needs of its internal customers and the citizens of Nevada County. In order to fulfill this role, all IGS staff must be focused on providing value in every interaction. Continuous improvement in all areas is everyone's responsibility.

Building Customer Relationships

As a corollary to customer service, we must build strong, effective relationships with County departments and related agencies so that we understand their needs and can plan how best to meet them.

Communication is Critical

Another corollary to customer service is the need to continually update customers on what we are doing to solve their problems and on project progress.

Focus on Delivering Value

We will focus on introducing technology because we should do it to meet a customer's requirement, not because we can do it to keep up with the latest technology fad.

Keep it Simple for the Customer

Managing technology and technology-based solutions is complex and growing in difficulty all the time. However, that should properly be the province of the IGS department. Keeping it simple for the customer allows other departments to concentrate on their own missions rather than having to be concerned about technology.

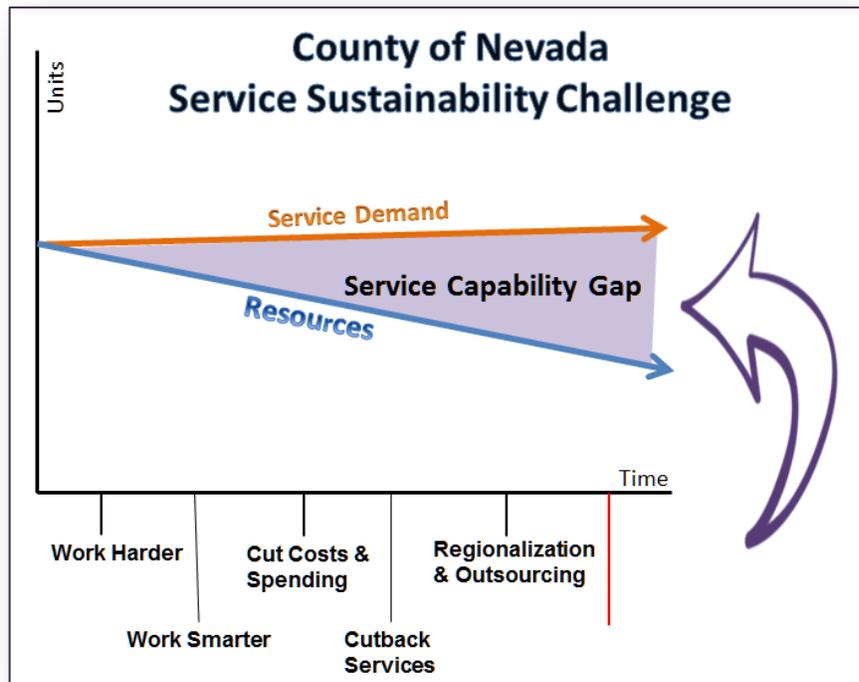
Offer Technology Leadership

There are a multitude of challenges that confront Nevada County. Some of these may be answered by deploying technology-based solutions to either extend our services or maintain current service levels in the face of mounting demand with existing staff. However, it will take leadership by IGS employees to help those involved in performing analysis and making informed decisions.

Initiatives to Meet the Service Sustainability Challenge

This plan outlines how the County organization will deliver current levels of citizen services, improve services, and even increase service levels to our citizens without needing to increase the County workforce.

In the past the County has relied upon strategies such as working harder, working smarter, cutting spending, cutting services, regionalization and outsourcing to meet the demand for County services. Over the past several years, there has been a steady increase in the demand for services and at the same time a reduction in staff resources.



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, we need to put in place initiatives to help address and meet the demand for services using our available resources.

Through the use of our established information technology governance structure, the Communities of Interests (COI) participated in the process of establishing projects and the Information Systems Steering Board (ISSB) has approved the list of prioritized projects that will address our service capability challenge. These projects serve as an overall picture of where the majority of ICT resources will be focused in the next three years.

This plan outlines nine major strategic initiatives designed to build “organizational capacity.” These initiatives include activities encompassing not only technology, but process improvement and organizational strategies to build this capacity. Within each of these initiative areas the County Departments have identified projects that support efforts to meet these challenges.



1. Business Intelligence



Goal: Provide tools that enhance the ability to make better decisions and provide information and insight into our business activities.

Business intelligence (BI) is a set of theories, methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information for business purposes. The implementation of BI is an opportunity to empower decision-makers at all levels, move to a more proactive utilization of information, and fundamentally change the way our organization operates.

Activities surrounding this initiative will include streamlining the current time-consuming process of finding, aggregating and reporting on data. This effort will implement tools to facilitate the collection, aggregation, analysis and reporting of data for both internal and external decision-making and provide training to facilitate effective use of the new tools. We seek to foster an information-rich rather than knowledge-poor environment. Using BI tools will provide the ability to gain insight to trends and make comparisons. County staff will have a better view of the big picture in order to make better and more proactive business decisions. This initiative supports the growing demand for dashboards, ad-hoc reporting and other business intelligence toolsets that will enhance the ability to analyze business data in new and different ways and provide a powerful tool for County leaders to make decisions, alter processes and improve citizen services.

Key Objectives Include:

- Facilitate the creation of dashboards and ad hoc reporting
- Utilize ad hoc reporting, allowing county employees to create and produce their own reports as needed

Key Projects	1. Capital Improvement Plan mapping
	2. Enterprise Data Mart and Logi upgrade for all existing reports
	3. Health & Human Services Agency dashboards
	4. Management Human Resources dashboard
	5. Project portfolio management tool

2. Business Process Improvement



Goal: Improve, redesign, and eliminate “waste” in labor-intensive business processes.

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 re-design of workflows inside and between departments, whether manual or automated. BPI will be a part of our ongoing culture to improve processes at all levels.

Key Objectives Include:

- Reduce the time and the number of contacts necessary to conduct a transaction
- Re-engineer business processes to streamline services and improve information sharing
- Eliminate “waste” from County processes, employ lean government principles
- Increase utilization of mobile worker technologies and capabilities

Key Projects	6. Integration of Sheriff EIS/RMS with District Attorney Case Management System
	7. Campaign documents for Elections - Management of financial disclosures
	8. Fleet Management software
	9. CMIPS II – Adult Protective Services Case Management Information System
	10. Network of Care Consortium for Behavioral Health
	11. Medi-Cal expansion call center enhancements- 24/7 service to current call center
	12. Library card application scanning
	13. Mobile Workforce Project and ongoing implementation
	14. GIS parcel base map upgrade - Parcel Fabric - Assessor maps conversion
	15. Automated vacancy review system
	16. Re-hosting Anasazi Electronic Health Records System with Kings View
	17. Develop a new solution for Animal Control dog licenses
	18. GIS/Assessor map integration
	19. GIS Master Addressing –tools, standards and validation

3. Business Process Automation



Goal: To improve customer service and increase organizational capacity by automating business processes within and across departmental boundaries.

The active pursuit of improving and automating County business processes is an important initiative in this plan and will have a profound impact on the County as an organization. These effects will be seen in increased productivity, organizational capacity, efficiencies, and effectiveness. Business Process Automation can cut costs by integrating between applications and reducing manual labor processes. Process automation will facilitate higher levels of customer service for our citizens. Only after review and analysis of the current business can improvement of manual processes or creation of automated processes begin. These projects involve the creation of new workflows across department boundaries, sharing data and eliminating delays.

Key Objectives Include:

- Maximize the value of existing departmental systems and databases
- Identify cumbersome processes to streamline within and across departments
- Utilize existing infrastructure, data and applications when feasible at no additional costs for departments

Key Projects	20. Agriculture and Weights and Measures activity database
	21. Implement Discovery module in District Attorney Case Management System
	22. Integrate District Attorney and Probation case management systems
	23. Electronic Personnel records management
	24. Enterprise Contract Lifecycle Management System
	25. User account change request automation
	26. Asset management system inventory tool
	27. Software inventory tool
	28. Agenda management workflow automation
	29. Online job applicant software
	30. Parcel map creation process enhancements- GIS, utilize digital submission
	31. Automation of employee performance evaluation process
	32. Transit Technology - bus fleet inspection, reporting, tracking
	33. HHS universal order form
34. GIS Tax system integration and improved appraisal tools	



4. Citizen Self-Service



Goal: To develop a citizen-focused perspective that utilizes information technology to meet citizen expectations, improve service capability and provide more and better services.

One of the County’s main enterprise goals is to provide organizational transparency at all levels of government. The transformation to eGovernment redefines the ways in which citizens and government interact. This frees staff time and builds capacity within our internal organization. By harnessing the scope and power of the Internet, the County continues to expand the delivery of information and services to constituents.

This initiative includes a focus on a citizen-centric service structure offering eGovernment services to customers in such a manner that they do not need to be familiar with the County’s organizational structure to find information. We strive to use technology to support multiple access points for citizens, making services available via on-line, self-service centers and mobile devices to make it easier for citizens to locate the services and/or information 24/7. An additional focus of this initiative is to partner with other agencies and provide training and assistance to encourage use of the County’s online services.

Key Objectives include:

- Provide the highest level of services to citizens through innovative web-based solutions
- Provide 24 hour availability wherever possible
- Encourage and enable use of online and mobile services
- Utilize the Collaborative Technology Center to introduce citizens to the technology services the County offers

Key Projects	35. Agriculture and Environmental Health departments’ on-line permit submission
	36. Inspection and permits payment on-line
	37. Library - time management software for public PCs
	38. Eligibility Applications Screening Kiosks- self-service kiosk for clients
	39. Online Job Applicant Software - Develop electronic recruitment process
	40. Codification of County Codes on-line service
	41. Digital Plans Submission - Building plans, maps, site plans, planning applications

5. Collaboration and Communication



Goal: *Encourage communication and collaboration at all levels to provide a high level of customer service, gather feedback, and build stronger relationships.*

Overall, this initiative addresses the need to provide increased service, to gather feedback and input, and to build stronger relationships within County departments, partner agencies and with the public. We seek to gain data and insights, build consensus faster, and come to quicker problem resolutions and solutions through stronger relationships with our staff, partners, citizens, and customers. IGS has put in place focused efforts to improve customer service through enhanced collaboration and communication. We seek to be a service facilitator, not just a service purveyor. These efforts include engaging in partnerships both internally, externally, across departments and with employees to solve problems, and to ensure informed decision-making.

Key objectives include:

- Adopt new technologies and processes that allow County employees and agencies to work more effectively and efficiently
- Increase and improve the use of new technology and social media tools for citizen involvement and increased customer service delivery
- Promote robust public engagement that informs, involves, and empowers people
- Improve collaboration internally, including among the County’s elected leadership, across departments, and with employees

Key Projects	42. New permits data transfer between Truckee and Grass Valley
	43. Upgrade WatchGuard system – Video cameras in patrol cars
	44. Electronically transfer deeds from Recorder to CDA and Assessor
	45. Library Technology Center
	46. Data sharing between Electronic Health Records systems
	47. Provide IT services to Grass Valley Police Department

6. Employee Training and Development



Goal: Enhance employee knowledge and skills by providing them the tools and training to enable them to work collaboratively to deliver a high level of customer service.

The scope of this initiative is to develop plans and programs to train, develop and retain qualified information and communications technology experts, support staff and county employees. A highly-trained, flexible County and ICT workforce is essential in achieving the vision set forth in this Strategic Plan, as well as in meeting the everyday business needs of County departments to conduct business and serve citizens. We will strive to provide opportunities for training, learning, and continued professional development; and will challenge our employees with stretch assignments. We will recognize employees for high-performance, good customer service, innovation, and strategic thinking. This initiative will include the identification of staff skills required to meet the County’s needs, and development of plans and programs to enhance, develop and maintain those skill sets. The elevation of technology skills across our organization keeps employees up-to-date with new technology and current best practices, resulting in superior job performance, employee efficiency and productivity, increased job satisfaction, and strengthened problem-solving skills, and ultimately leads to increased customer satisfaction.

Key objectives include:

- Provide the highest level of services to customers through continual employee training
- Promote the use of technology to maximize productivity and efficiency
- Recognize the value of shared training and cross-department teams and user groups that leverage knowledge sharing across departments
- Provide opportunities for County employees to use self-help information and tools
- Continue to emphasize customer support through a customer care and training program
- Develop an internal IGS employee development strategy to execute this plan

Key Projects	48. SharePoint tools for on-line training resources and class signup
	49. New Employee and new Department Head internal resource site
	50. Create a SharePoint based Internal Services Knowledge Base

7. Office Culture and Environment



Goal: Promote an organizational culture that embraces innovation and continuous improvement

The Information and General Services Department strives to develop quality leadership within the department. This includes on-going fiscal responsibility to ensure County resources are directed toward those projects and initiatives that support the mission, vision, values and ethics of the County. Annual objectives and performance measures are developed to align with the County's goals. This ensures accountability and alignment from the Board of Supervisors' goals down to individual staff work plans. This initiative includes fostering a culture that encourages open cross-departmental communication. The CIO, IGS management and staff participate on many cross-agency, cross-departmental and intra-departmental teams in alignment with our IT governance structure. This governance structure helps departments use technology to accomplish their missions. The County organization should adopt innovation on a continuous basis and thrive in a culture of continuous improvement. The basis for this initiative includes giving our internal ICT staff the training and education that will support this culture of continuous improvement and facilitating and promoting a culture of innovation across the entire County organization.

Key objectives include:

- Foster good leadership within the IGS agency and with our County customers
- Demonstrate continued fiscal excellence
- Implement strategic planning and alignment with County and departmental goals
- Foster communication between departments by utilizing collaboration tools such as SharePoint team sites
- Promote and demonstrate accountability
- Provide the technology tools and resources to help employees perform at their best
- Increase IGS and other County employees' overall ICT knowledge, skills and proficiencies
- Leverage technology to assist in the delivery of high customer service

Key Projects

51. Facilitate a countywide cross departmental team through the Alliance for Innovation's *Innovation Academy* program to promote new innovations and continuous improvements

8. Citizen Education and Engagement



Goal: Promote a robust public engagement environment that informs, involves and empowers people to participate in County government.

This initiative’s principles are weaved throughout all of this plan’s public-facing initiatives and projects. The County encourages efforts to increase transparency at all levels of government. The transformation to eGovernment redefines the ways in which citizens and government interact. An IGS goal was set to achieve an A+ grade for digital transparency by SunshineReview.org. The County met this goal with our new website last year and maintained the grade again this year, the only California county to do so. Departments are encouraged to be pro-active in their communications with citizens. Any upcoming projects to automate internal processes are encouraged to have components for online participation, citizen feedback, and civic engagement opportunities. Overall, the County seeks to expand opportunities to seek input, listen, and respond to residents.

Key objectives include:

- Improve public awareness of what Nevada County does
- Increase and improve the use of new technology and social media tools for citizen involvement
- Develop guidelines and standards for public engagement and education for use by all County agencies
- Continue implementation of Web-enabled applications that make information available to outside agencies
- Continue to support public meeting live and archive streaming and mobile access
- Support use of citizen comment, input and crowd sourcing opportunities

Key Projects	52. Convert Public Health EPP site to public facing
	53. Restaurant inspection web map application
	54. Create a user-friendly budget portal for County staff and the public

9. Operational Excellence



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. We will ensure that continuity and security of operations is proactively addressed. We will make sure that we have quality monitoring and alerting systems in place at all times. We will strive to maintain the knowledge and skills of our ICT staff at the highest possible levels. We will adopt the concept of Product Management whereby staff will become experts in the products they support. We 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. We 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
- Reduce operational costs for core ICT services
- Increase customer satisfaction with ICT services

Key Projects	55. Phone system replacement
	56. Disaster Recovery Site- Phase I
	57. Pentamation Business Continuity (Payroll) - Emergency backup process
	58. Data center UPS replacement
	59. Upgrade to Exchange 2013
	60. Replace County firewall

Key Projects	61. Evaluate and implement Microsoft Lync
	62. Replace Internet Service Provider (ISP)
	63. Upgrade server storage and network infrastructure to support the new Property Tax System
	64. Evaluate and plan for replacement of aging server and data storage infrastructure
	65. Finance Plus & Community Plus upgrade - including Report Writer
	66. Microwave network upgrade for District Attorney, Public Defender and Probation
	67. Service Desk application replacement
	68. Electronic personnel action (ePA) system replacement
	69. Tax System replacement
	70. Probation Case Management System replacement
	71. RMS 2- Sheriff Records Management System upgrade
	72. Replace Sheriff Sirron/Coroner application
	73. SharePoint 2013 upgrade
	74. GIS Mapping web standards – HTML5 / JavaScript

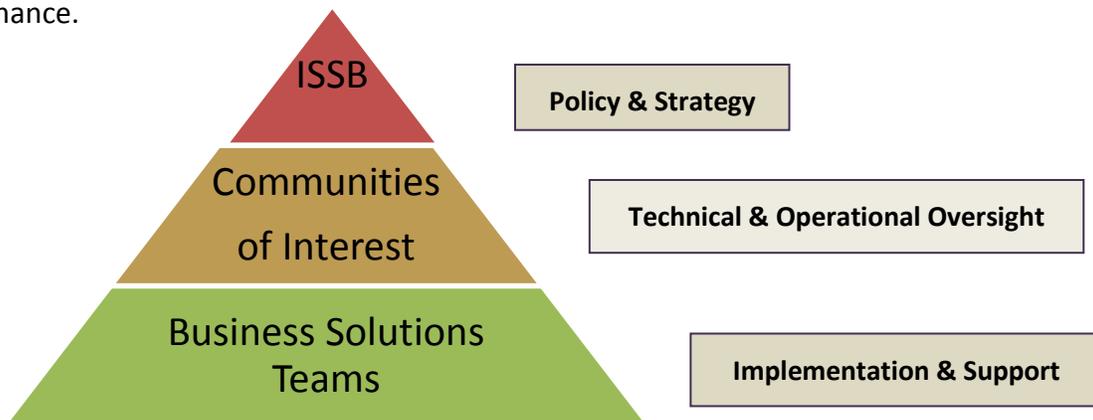
ICT Strategic Planning Process and Governance

ICT Governance is the framework for how ICT decisions and policies are made, administered and enforced. This framework reflects an appreciation for the critical importance of personnel, organizations and business processes affected by changing technologies within a large, complex and rapidly evolving information-centric environment. ICT Governance is concerned about two things: ensuring technology investments deliver maximum value to the enterprise and mitigation of risks.



Governance Structure

To be successful, a responsive ICT organizational structure requires clearly defined roles, organized collaboration, and consistent and measurable processes. The governance strategy of the organization is to have a partnership model that encompasses all those who are involved in different points of the information pathways. All policy, strategy, technical, operational, implementation and support aspects of Nevada County’s information and communication systems are included in this methodology. Nevada County uses a three-tiered model for governance.



The Information Systems Steering Board (ISSB) sets the policy, strategy and direction of Nevada County’s information and communication systems. This group represents all facets of the County and is chaired by the County’s Deputy County Executive Officer. Departments are represented by the chairs of their Communities of Interest. The ISSB prioritizes projects from a countywide enterprise perspective.



The ISSB is responsible for:

- Reviewing critical ICT projects and breakthrough technologies
- Establishing consistency in ICT governance across the County
- Making ICT recommendations to the CEO and Board of Supervisors
- Understanding and making decisions about ICT’s direction and priorities
- To evaluate and make decisions on the urgency of ICT investments
- Comprehensively monitoring all ICT efforts across the County

Communities of Interest - Communities of Interest (COI) provide a forum for identifying and overseeing information technology activities which are related to business processes and that cross departmental boundaries. Each COI has a chairperson who is the COI’s representative on the ISSB. The COIs prioritize projects and funding according to their interests, and represent those at the ISSB meetings. They are represented as follows:

ISSB Chair: Martin Polt – Deputy County Executive Officer / Chief Fiscal Officer

ISSB Vice-Chair: Steve Monaghan –Chief Information Officer

COI	Departments Represented	Co-Chairs
Internal Services	Auditor- Controller, Treasurer-Tax Collector, Board of Supervisors, Human Resources, Information & General Services, County Counsel, Collections	Marcia Salter Charlie Wilson
Justice and Public Safety	Courts, District Attorney, Public Defender, Sheriff, Probation, County Counsel, Sheriff, Public Health, Emergency Management, Probation	Cliff Newell Mike Ertola Joe Salivar Victor Ferrera
Development & Environmental Management	Assessor, CDA (Building Inspection, Code Enforcement, Planning, Environmental Health, Public Works)	Sue Horne Steve DeCamp
Enterprise Information Systems	Information & General Services and all others	Diana Carolan
Community & Social Programs	Clerk Recorder, Elections, Library, Health & Human Services Agency (Behavioral Health, Public Health, Social Services)	Jeff Brown Jessica Hudson

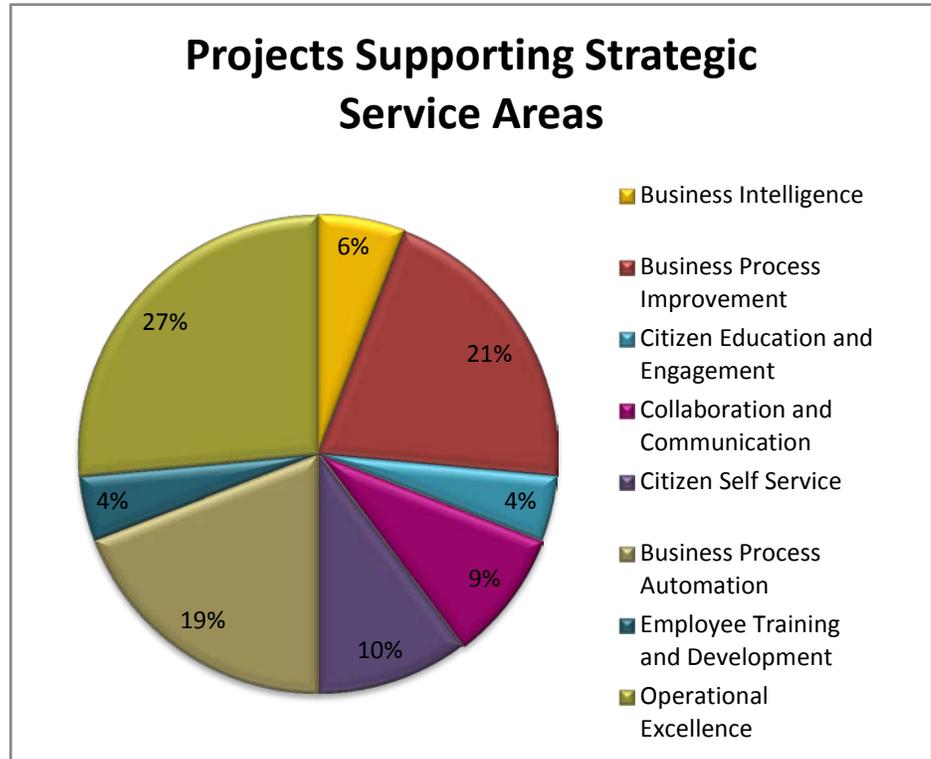
Business Solution Teams - The Business Solution Teams are ad hoc teams, the business experts that oversee the implementation and support of specific projects. They form and dissolve as needed, reporting to the COI that is responsible for the overall project.



Projects Overview

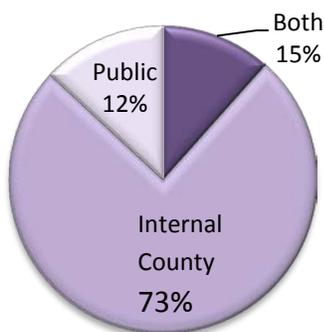
Project Status – Of the projects identified in this Strategic Plan, 45% have not been started, 30% are underway, and 25% are in the planning phase.

Project Users – 37% of the projects are sponsored by and benefit a single department; 14% involve at least two departments working collaboratively, but are not enterprise wide in nature; and 49% are initiated by an enterprise technology direction that affect all departments.



The focus in the coming year will be to complete the projects that are currently in progress, and increase focus on our process for overall boarding and prioritization of newly submitted projects, as well as overall project management and finalization of the project portfolio and dashboards.

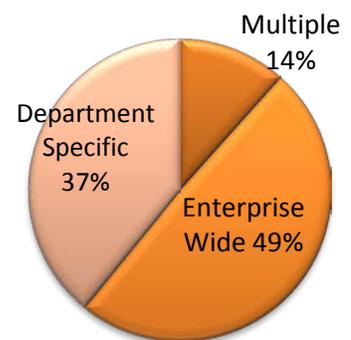
Primary Customer



Project Status



Project Users



All Projects List

The project list is based on information obtained from the ISSB, County Departments and the County CIO, and represents future technical needs for Nevada County. Recognizing the dynamic environment in which we operate, we expect that information presented will change from year to year as our business needs, drivers, and funding sources change and evolve. While the ICT Strategic Plan covers a three-year planning horizon, the projects list will be reviewed annually to reflect ongoing changes as new projects are added, existing projects are modified and completed projects are removed from the plan.

The ICT Strategic Plan includes the projects planned or currently in progress, regardless of their funding sources. For the projects needing General Fund support or enterprise resources, a prioritization process is used by the ISSB in ranking projects. Projects are not shown in priority order.

Strategic Initiative Codes:

- Business Intelligence- BI
- Business Process Improvement - BPI
- Business Process Automation- BPA
- Citizen Education and Engagement -CEE
- Citizen Self-Service - CSS
- Collaboration and Communication- CC
- Employee Training and Development - ETD
- Office Culture and Environment - OCE
- Operational Excellence- OpE

<u>Project #</u>	<u>Strategic Initiative</u>	<u>Status</u>	<u>Year</u>	<u>Project Name</u>	<u>Project Type</u>	<u>Primary Users</u>
1.	BI	Started	2013	Capital Improvement plan mapping	Enterprise	County
2.	BI	Started	2013	Enterprise Data Mart and Logi upgrade	Enterprise	County
3.	BI	Started	2013	HHSAs Dashboards	Departmental	County
4.	BI	Not Started	2014	Management HR Dashboard	Enterprise	County
5.	BI	Started	2013	Project portfolio management tool	Enterprise	County
6.	BPI	Not Started	2013	Integration of Sheriff EIS/RMS with District Attorney Case Management System	Multiple	County
7.	BPI	Not Started	2013	Campaign documents for Elections - Management of financial disclosures	Departmental	Both
8.	BPI	Not Started	2013	Fleet Management software	Departmental	County
9.	BPI	Started	2013	CMIPS II – Adult Protective Services Case Management Information System	Departmental	County
10.	BPI	Not Started	2013	Network of Care Consortium for Behavioral Health	Departmental	County



11.	BPI	Not Started	2013	Medi-Cal expansion call center enhancements-	Departmental	Public
12.	BPI	Not Started	2014	Library card application scanning	Departmental	Both
13.	BPI	Started	2013	Mobile Workforce Project and ongoing implementation	Enterprise	County
14.	BPI	Started	2013-2015	GIS parcel base map upgrade - Parcel Fabric - Assessor maps conversion	Enterprise	County
15.	BPI	Planning	2013	Automated vacancy review system	Multiple	County
16.	BPI	Not Started	2013	Re-hosting Anasazi Electronic Health Records System with Kings View	Enterprise	County
17.	BPI	Not Started	2013	Solution for Animal Control dog licenses	Departmental	County
18.	BPI	Started	2013-2015	GIS / Assessor Map Integration	Multiple	Both
19.	BPI	Started	2013-2016	GIS - Master Addressing	Enterprise	Both
20.	BPA	Planning	2014	Agriculture and Weights and Measures Activity Database	Departmental	County
21.	BPA	Planning	2013	Implement DA Discovery module	Multiple	County
22.	BPA	Not Started	2014	Integrate DA and Probation Case management system	Multiple	County
23.	BPA	Not Started	2014	Electronic Personnel Records	Enterprise	County
24.	BPA	Planning	2013	Enterprise Contract Tracking	Enterprise	County
25.	BPA	Started	2013	User Account Change Request process	Enterprise	County
26.	BPA	Not Started	2013	Asset Management System Inventory Tool for each department	Enterprise	County
27.	BPA	Planning	2013	Software Inventory Tool	Enterprise	County
28.	BPA	Not Started	2014	Agenda management workflow automation	Departmental	County
29.	BPA	Not Started	2014	Online Job Applicant Software	Enterprise	County
30.	BPA	Started	2013	Parcel map creation process enhancements	Multiple	County
31.	BPA	Not Started	2014	Automation of Evaluation process	Enterprise	County
32.	BPA	Planning	2013	Transit Technology - Bus fleet inspection, reporting, tracking	Departmental	Both
33.	BPA	Not Started	2013	HHS universal order form	Departmental	County
34.	BPA	Not Started	2015	GIS Tax system integration and improved appraisal tools	Multiple	County
35.	CSS	Not Started	2013	Agriculture and Environmental Health departments' on-line permit submission	Departmental	Public
36.	CSS	Not Started	2013	Inspection and permits payment on-line	Departmental	Public
37.	CSS	Planning	2013	Library Time management software for public PCs	Departmental	Public
38.	CSS	Not Started	2013	Eligibility Apps Screening Kiosks	Departmental	Public
39.	CSS	Planning	2013	Online Job Applicant Software Phase I	Enterprise	Public



40.	CSS	Started	2013	Codification of County Codes on-line service	Enterprise	Both
41.	CSS	Started	2013	Digital Plans Submission	Departmental	Public
42.	CC	Not Started	2013	New Permits data transfer between Truckee and Grass Valley	Departmental	Both
43.	CC	Not Started	2015	Upgrade WatchGuard system - cameras in cars.	Departmental	County
44.	CC	Not Started	2013	Electronically transfer deeds from Recorder to CDA and Assessor	Multiple	County
45.	CC	Started	2013	Library Technology Center	Departmental	Public
46.	CC	Not Started	2012-13	Data sharing between EHR systems	Multiple	Both
47.	CC	Planning	2013-14	Provide IT services to GVPD	Departmental	County
48.	ETD	Started	2013	SharePoint tools for on-line training signup	Enterprise	County
49.	ETD	Not Started	2014	New Employee and Department Heads resource site	Enterprise	County
50.	ETD	Started	2014	Internal Services Knowledge Base	Enterprise	County
51.	OCE	Not Started	2014	Facilitate the <i>Innovation Academy</i> program	Enterprise	County
52.	CEE	Not Started	2013	Convert Public Health EPP Site to public	Departmental	County
53.	CEE	Started	2013	Restaurant Inspection Web Map Application	Departmental	Public
54.	CEE	Not Started	2013	Create a user-friendly budget portal	Enterprise	County
55.	OpE	Planning	2013	Phone system replacement	Enterprise	County
56.	OpE	Planning	2013	Disaster Recovery Site- Phase I	Enterprise	County
57.	OpE	Started	2013	Pentamation Business Continuity (Payroll) - Emergency backup process	Enterprise	County
58.	OpE	Started	2013	Data center UPS replacement	Enterprise	County
59.	OpE	Planning	2013	Upgrade to Exchange 2013	Enterprise	County
60.	OpE	Planning	2013-14	Replace County firewall	Enterprise	County
61.	OpE	Planning	2013-14	Evaluate and implement Microsoft Lync	Enterprise	County
62.	OpE	Planning	2013-14	Replace Internet Service Provider (ISP)	Enterprise	County
63.	OpE	Started	2013-15	Upgrade server storage and network infrastructure to support the new Property Tax System	Enterprise	County
64.	OpE	Planning	2013-14	Evaluate and plan for replacement of aging server and data storage infrastructure	Enterprise	County
65.	OpE	Planning	2013-15	Finance Plus & Community Plus upgrade - including Report Writer	Enterprise	County
66.	OpE	Not Started	2013-14	Microwave network upgrade for District Attorney, Public Defender and Probation	Multiple	County
67.	OpE	Planning	2012-13	Service Desk application replacement	Enterprise	County
68.	OPE	Not Started	2014	Electronic personnel action (ePA) system replacement	Enterprise	County



69.	OpE	Planning	2014-2016	Tax System replacement	Multiple	County
70.	OpE	Started	2013	Probation Case Management System replacement	Departmental	County
71.	OpE	Started	2013	RMS 2- Sheriff Records Management System upgrade	Departmental	County
72.	OpE	Not Started	2014	Replace Sheriff Sirron/Coroner application	Departmental	County
73.	OpE	Not Started	2014	SharePoint 2013 upgrade	Enterprise	Both
74.	OpE	Not Started	2015	GIS Mapping web standards – HTML5 / JavaScript	Enterprise	Both

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