Nevada County, CA

Information and Communication Technology Strategic Plan

2017-2020

Table of Contents

Executive Summary

While the County is currently enjoying relative fiscal stability, the countywide staffing reductions from the last economic downturn are permanent, driven by overall increases in employee salary, health care, and retirement costs. Our organization is now at a sustainable level of 26% fewer employees, even though the County's population, service offerings, and service levels are relatively consistent. This staffing reduction is what helps keep our County fiscally sustainable and capable to make technology investments. This situation has been the "new normal" for a number of years now and has been addressed here in previous plans with initiatives to increase employee productivity; enabling fewer staff to meet the current citizen service demand.

In addition to our ongoing staff productivity enhancement initiatives, the County faces significant new technology challenges, risks, and opportunities.

Cybersecurity across all sectors has reached an all-time critical risk level, requiring significant effort and resources to properly and diligently address it. The County is taking a comprehensive cybersecurity approach. The Board of Supervisors recently adopted an Enterprise Information Security Program and funded significant security infrastructure improvements. All County employees take mandatory monthly cybersecurity awareness training courses and regular countywide email spear phishing campaigns are conducted with the results provided to County Senior Executives. As more and more areas of County operations and thus devices are becoming "connected" to the Internet of Things (IoT), the County has responded proactively with measures such as implementing the NIST Cybersecurity Framework and creating secure and isolated IoT specific networks.

On the bright side, "cloud computing" has matured and is enabling new capabilities and opportunities. More County departments are moving their vendor supplied major software applications to the cloud, called Software as a Service (SaaS). This provides the County more agility, in many cases more affordability, reduces capital expense pressure from the County data center, and helps shift IT staff labor priorities so they can spend more time on new challenges like cybersecurity. However, SaaS brings new data, security, and legal risks. The County has been responding with enhanced software contract provisions, cybersecurity liability insurance requirements and other controls.

Cloud computing is also assisting with County needs and strategies around mobility, accessibility, and employee user experience. Cloud Infrastructure as a Service (IaaS) offerings are maturing and the County is taking advantage of new capabilities such as cloud-based directory services which enable seamless, secure, and safe employee authentication to applications and services from various vendor systems. Microsoft Office 365 will be offered to employees in the coming year. August will see a SaaS-hosted,

refreshed and more robust www.MyNevadaCounty.com public website go online. The CEO's office just launched a SaaS performance management solution to assist departments with tracking and meeting their annual performance objectives. A new SaaS enterprise contract management solution is planned to launch early in 2018.

On the back end, mostly out of sight from the public and County departments, the Information Systems Department (ISD) continues to make progress in internal organizational maturity and implementing IT industry best practices. This year a formal Service Management initiative was launched and a new service knowledge management system implemented. Security and operational policies and procedures continue to be developed and put in place. IT projects are being evaluated more thoroughly for sensitive data types and security risks at the front end of each project conception phase.

Customer service and value delivery to County departments and citizens is the Information Systems Department's top priority. A comprehensive customer IT satisfaction and value survey was conducted for the second year in a row. This third party administered objective survey enables ISD to ensure that we are aligned with what County departments and their employees want and need from us. This year ISD's value score rose modestly by 5% to an overall score of 80%, with satisfaction holding at 81%. These scores place Nevada County ISD in the top 15% of the hundreds of IS departments surveyed by InfoTech Research Group. Our target goal is to be at 90% satisfaction in the Innovator – Transforms tier.

Overall Metrics

Overall Satisfaction and Value are key indicators of the overall impression of the IT department. These metrics let the IT leader determine at a glance if they are meeting the needs of the business.

Satisfaction		Value	
This Year	Last Year	This Year	Last Year
81%	0%	80%	5% ↑

The County is fortunate to have a robust team of high quality IT professionals working in ISD. They are truly dedicated to their community, customers, and profession. It is a very high ISD priority and value to take care of these employees, train them well, and provide them with the tools and resources they need to do the best possible work they can for our customers and citizens. They are the key to implementing innovative technology solutions as outlined in this plan.

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 is designed to safeguard County and citizen data, to ensure reliable and consistent citizen service delivery capabilities; and to leverage the "cloud" in a cloud first strategy that maximizes resources, drives agility, increases capabilities, and maximizes our limited IT staff capacity.
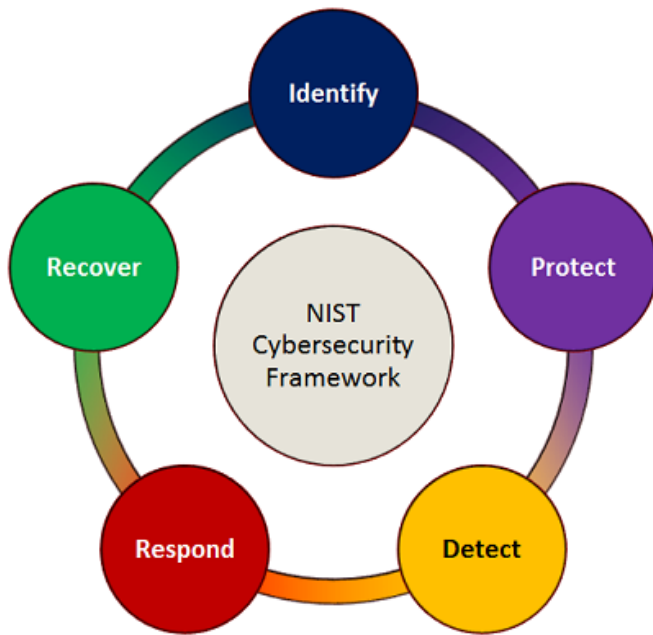
This plan outlines seven strategic initiatives designed to build organizational capacity to address the County's service sustainability challenge.

- Business Intelligence
- Business Process Improvement
- Business Process Automation
- Citizen Services
- Collaboration and Communication
- Security
- 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 meet our County's' IT needs; building highly efficient, citizen-focused, and effective County operations.

Sincerely,

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 educational 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 (IGS) 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.
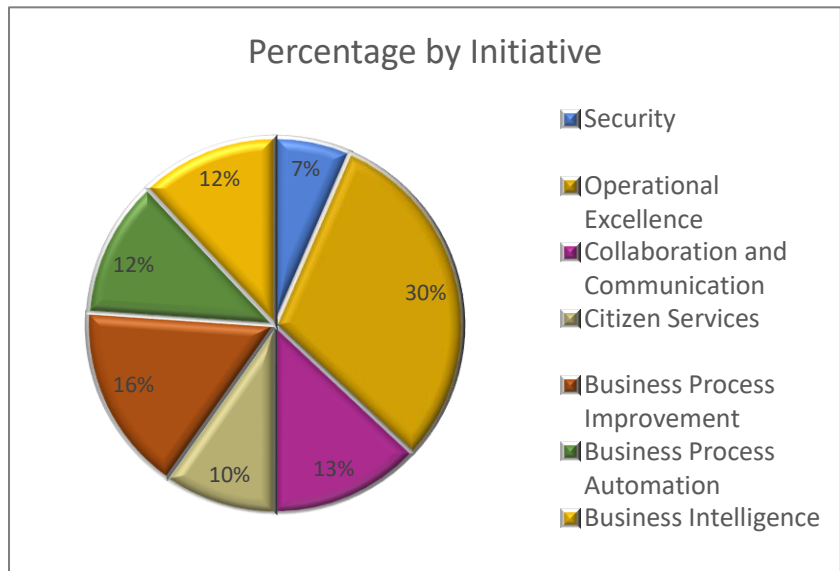
Offer Technology Leadership

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.

Sound business practices and constant innovation are critical to our success in demonstrating product and service value to our customers. Nevada County has been recognized as a leader in technology and innovation in the Digital Counties Survey. Over the past fourteen years that Nevada County has participated in the

survey, we have placed in the top five positions every year and have taken first place three times. The survey collects information about our technology portfolio and about specific areas deemed important to the public. This is a national award conducted by the Center for Digital Government in partnership with the National Association of Counties (NACo) and helps focus future efforts on the most important topics.

The Project Portfolio

Through the use of our established information technology governance structure, the Communities of Interest (COI) participated in the process of establishing projects and the Information Systems Steering Board (ISSB) has approved the list of prioritized projects that will meet our customers' needs for innovation, improvement and stability. These projects serve as an overall picture of where the majority of ICT resources will be focused in the next one to three years.

Percentage by Initiative

- Security
- Operational Excellence
- Collaboration and Communication
- Citizen Services
- Business Process Improvement
- Business Process Automation
- Business Intelligence

Recognizing the dynamic environment in which we operate, we expect that information presented will change from year to year as our business needs, drivers, staff resources 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 and COI in ranking projects. Projects are not shown in priority order.

Projects by Initiative

Approximately 30% of the project inventory is related to enterprise technical infrastructure and security projects, which fall into the Operational Excellence initiative. This involves an update or replacement of legacy and key vendor-supplied software applications to implement operational best practices. There are several priority projects that represent core foundational elements for improving public service across all strategic goals and initiatives. These are significant as the size and complexity of the efforts often consume a large part of available technology and staff resources. Security is a new initiative in this plan and represents 7% of our overall total number of projects. These are typically enterprise in nature and affect all other projects in the queue.
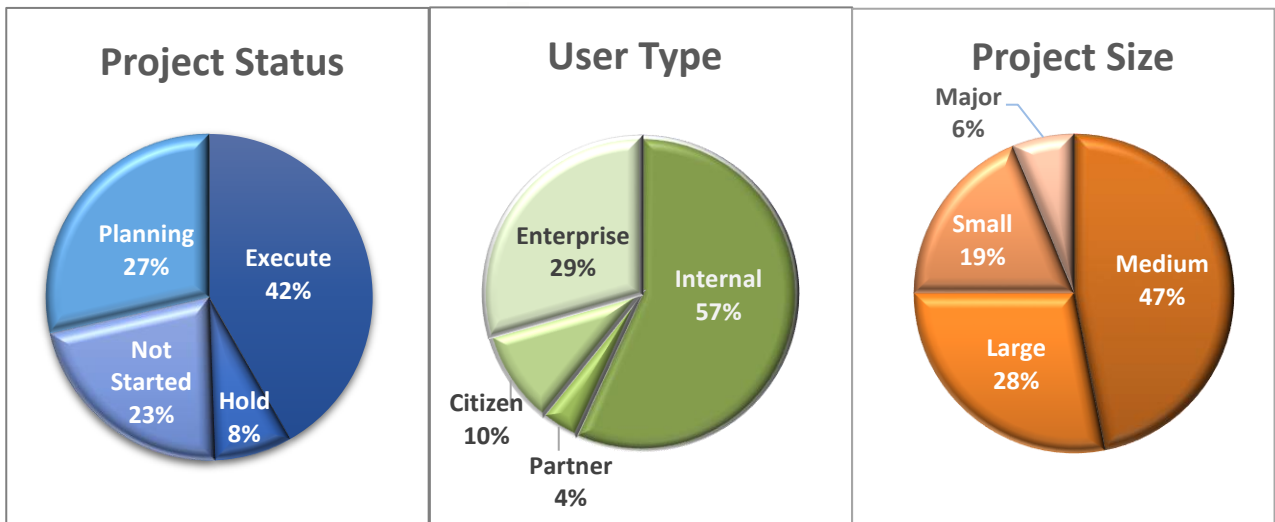
Project Status

Of the projects identified in this Strategic Plan, 23% have not been started but are in the queue, 27% are in the planning phase and 42% are underway in execute phase. This is a significant increase in the number of projects in progress from previous years, causing some backlog in execution timeframes.

Project Users

57% of the projects are sponsored by and benefit an internally faced department, 10% are public facing or have a public component, and 29% involve an enterprise technology that affects 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.

Project Size

In this plan there is an increase in the volume of medium to large projects. The County started several significant strategic projects which consumed thousands of hours of resource time through the start of 2016. This included an update to the Enterprise Financial System, Employee Badge system replacement, internal billing System, several Elections related projects, server storage upgrades, and several large departmental projects. Dedicating this level of resources to large scale strategic projects increased backlogs of routine and mid-sized projects in the planning and triage states. In 2017 we are beginning to see an increase in completion rates for small and medium size projects as we conclude work on the large scale projects.

Project Status

- Planning 27%
- Execute 42%
- Not Started 23%
- Hold 8%

User Type

- Enterprise 29%
- Internal 57%
- Citizen 10%
- Partner 4%

Project Size

- Major 6%
- Small 19%
- Medium 47%
- Large 28%

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. We seek to foster an information-rich rather than knowledge-poor environment. Using BI tools will provide the ability to gain insight into 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:

- 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.
- Expand report creation functions across the enterprise.

Key Projects	1. Financial reporting solution refresh (Cognos replacement)
	2. ClearPoint performance measurement implementation
	3. Vacancy review dashboard
	4. Behavorial Health dashboard
	5. Sheriff internal Logi report dashboard
	6. Environmental Health Envision report - monitoring schedule
	7. Health & Human Services Agency data classification
	8. Behavorial Health productivity reports
	9. Budget monitoring reports

1. BUSINESS INTELLIGENCE

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 improves the quality of service to match customer and citizen needs. This effort involves the evaluation and re-design of workflows inside and between departments, whether manual or automated. Business Process Improvement (BPI) will be a part of our ongoing culture to improve processes at all levels.

Key Objectives:

- 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	10. Enterprise contract management solution
	11. Assessment appeals board process revamp
	12. District Attorney case management system replacement
	13. Sanitation mobile collection for cleanout data
	14. Permit data workflow/reporting on Nemo (For New Accela Building Permit System)
	15. Enhancements to the subpoena status site on mynevadacounty
	16. Transition parcel maintenance workflow to Assessor
	17. Envision Connect remote implementation
	18. Implement LexisNexis Vitalcheck payment processing
	19. Deploy personnel file management product
	20. District Attorney bail bond documents process improvement
	21. Public Defender scan archived documents
	22. Implement paperless processes in Public Defender's office

2. BUSINESS PROCESS IMPROVEMENT

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:

- 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	
	23. Neogov onboarding
	24. Automate late review notifications
	25. Implementation of FleetShare
	26. Replace employee personnel action system
	27. Utility cost allocation for Energy Services internal service fund
	28. IGS billing system rewrite
	29. Assessor archive deed scan project
	30. Loan servicing and processing software
	31. Qless lobby management system implementation at Rood Center
	32. eSignature solution

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:

- 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	
	33. Citizen service requests- CRM implementation
	34. Kiosk for Sheriff lobby
	35. Permitium implementation (concealed carry weapon permits)
	36. Probation lobby kiosks
	37. Child support payment kiosks
	38. Satelitte kiosk at Nevada County Contractors Association (NCCA)
	39. Library remote kiosk
	40. Phone tree for Sheriff business lines
	41. Civicplus public website implementation
	42. Historical Landmarks StoryMap update

4. CITIZEN SERVICES

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. These efforts include engaging in partnerships internally, externally, across departments and with employees to solve problems, and to ensure informed decision-making.

An IGS goal was set to achieve an A+ grade for digital transparency from 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. 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:

- 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 communication and collaboration internally, including among the County's elected leadership, across departments, and with employees.

Key Projects	
	43. Investigate public information request options
	44. Develop social media guidelines and incorporate into new website
	45. Managed File Transfer (MFT) server Outlook plugin testing and vetting for production
	46. DOJ SmartJustice
	47. Enterprise media strategy
	48. Employee emergency data storage and access
	49. New media server
	50. Nevada County Justice Information Sharing (justshare)
	51. City of Grass Valley IT Transition - project management
	52. Environmental Health digital plan review office AV upgrades
	53. 0ffice 365 roadmap and global strategy

5. COMMUNICATION AND COLLABORATION

Goal: To keep County systems, data and access secure. To have the ability to respond quickly and recover in the event of a security breech.

This initiative's principles are weaved throughout all of this plan's initiatives and projects. Security is a primary concern for the County. As threats escalate, security efforts will continue to increase over the next several years. 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. These efforts Include infrastrucutre upgrades, new software, compliance auditing, end user awareness, and policy development. The goals are to update and enhance IT security programs, policies, and technical systems to protect systems and data. Efforts to better define roles and responsibilities for secure configuration, monitoring, and compliance auditing of technology will be implimented. Enhancing our employee's cybersecurity awareness, use guidelines for evolving technology, keeping the expanding use of mobile computing secure, evaluation of virus and malware systems, and enhancing as appropriate our security environment, are all components of this goal.

Key objectives:

- Ensure proper authentication and authorization to all County data and computing resources
- Data integrity ensures that all our data is protected from unauthorized changes or tampering.
- Develop policies, procedures, guidelines and standards that follow the NIST best practices.
- Continue implementation of Web-enabled applications that make information available to outside agencies.
- Implement systems that reduce the likelihood of data loss/disclosure of confidential or protected data.
- Enhance our auditing processes to provide logs of access.
- Ensure the County can manage security events and respond efficiently and effectively, reducing or minimizing damages and down time.

Key Projects	54. Watchguard firewall implementation
	55. Implement Bomgar Privileged Access Management (PAM)
	56. VPN process requirements for CJIS compliance
	57. Upgrade pki/root certificate servers
	58. SIEM tool implementation
	59. Soter body scanner
	60. Continue cybersecurity employee awarness initiative
	61. Create a new Facilities Management devices monitoring network for IoT devices
	62. Replace Kaspersky desktop virus protection

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 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.
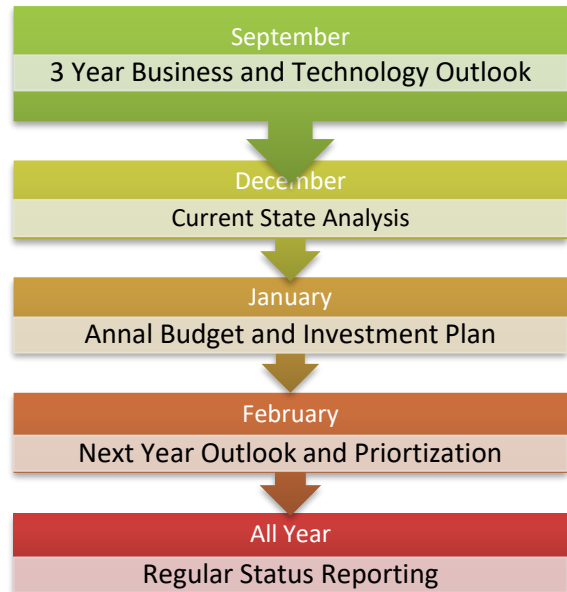
Key objectives:

- Procure and maintain highly reliable products and services.
- Reduce operational costs for core ICT services.
- Increase customer satisfaction with ICT services.

Key Projects	
	63. EIS Environment and application upgrade
	64. Evaluate Board Chambers video and audio and recommend improvements
	65. Sunset the Ework application
	66. Investigate telephone trunk options
	67. Enterprise generator and power monitoring
	68. AD structure evaluation for LDAP/application authentication
	69. Develop and implement countywide password change policies and tools
	70. CLETS replacement software and messaging switch
	71. Windows 10 deployment planning
	72. Replace western-county Inet
	73. Replace primary ISP
	74. Enterprise core switch replacement

7. OPERATIONAL EXCELLENCE

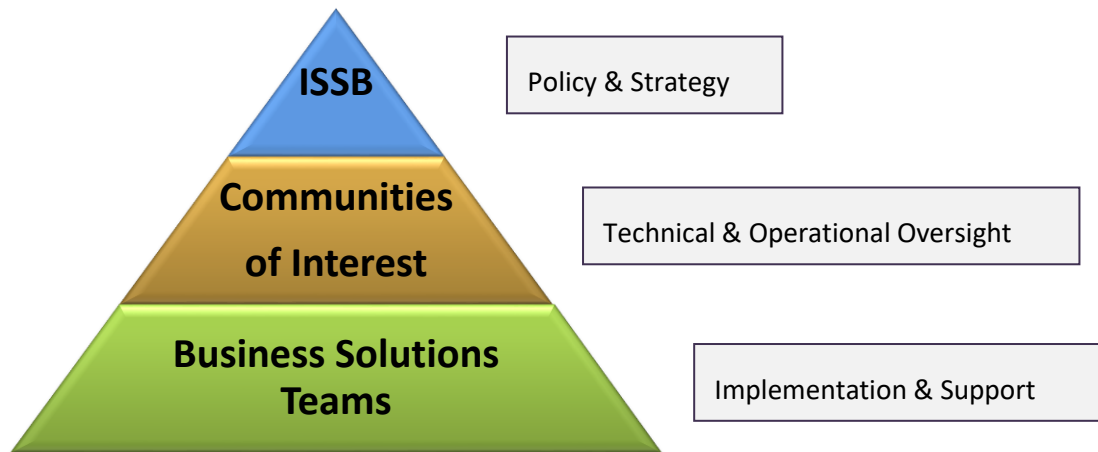| |
|---|
| 75. Implementation of Azure Cloud with DPM |
| 76. Critical business process inventory |
| 77. Implement ADFS and Azure Active Directory |
| 78. Update county enterprise architecture |
| 79. IS service managment maturity |
| 80. IGS infonet refresh |
| 81. Plan and implement new backup strategy |
| 82. WUG 2017 upgrade |
| 83. Nevada County branch library connectivity upgrades |
| 84. Implement new property tax system |
| 85. Upgrade DPM server, storage and tape library |
| 86. Evaluate Microsoft Hyper-V for server virtualization |
| 87. Grass Valley Police Department mobile data terminal replacement |
| 88. CMS-CWS 8.0 upgrade |
| 89. OnCore to Acclaim upgrade project |
| 90. EBT 3 transition project |
| 91. Create new network manager server |
| 92. Refactor the data movement jobs from Logi-ETL to Microsoft SSIS |
| 93. Move C-IV managed model to POP model |
| 94. Enterprise telephone system replacement |

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.

September
3 Year Business and Technology Outlook

December
Current State Analysis

January
Annal Budget and Investment Plan

February
Next Year Outlook and Priortization

All Year
Regular Status Reporting

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.

ISSB — Policy & Strategy

Communities of Interest — Technical & Operational Oversight

Business Solutions Teams — Implementation & Support

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
- Evaluating and making decisions on the prioritization 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, Central Services, Facilities, Purchasing, Clerk-Recorder, Elections	Marcia Salter
Justice and Public Safety	Courts, District Attorney, Public Defender, Sheriff, Probation, County Counsel, Emergency Management, Probation, Animal Control	Cliff Newell Mike Ertola Joe Salivar
Development & Environmental Management	Assessor, CDA (Building Inspection, Code Compliance, Planning, Environmental Health, Public Works, Agriculture, Farm Advisor,	Sean Powers
Enterprise Information Systems	Information & General Services and all others	Diana Carolan
Community & Social Programs	Clerk Recorder, Library, Health & Human Services Agency (Behavioral Health, Public Health, Social Services, APS, CPS, Public Guardian, Child Support, Housing, Veterans Services.	Michael Haggerty Laura Pappani

Business Solution Teams - The Business Solution Teams are ad hoc teams made up of 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.

Nevada County

Information and General Services Agency

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