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R-21-51  
Meeting 21-10  
May 27, 2021

**AGENDA ITEM #4**

To: Board of Directors  
Open Space Authority

From: Andrea Mackenzie  
General Manager

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**SUBJECT**

Informational Item: Presentation of the Authority's Information Technology Plan Five Year Strategic Overview

**REVENUE/COST**

There are no costs associated with this item.

**BACKGROUND**

Prior to 2018, the Santa Clara Valley Open Space Authority (Authority) had contracted with outside contractors for general Information Technology (IT) support and consultancy services. As the agency's workforce grew and daily technological demands increased, support provided by the outside contractors was not always immediately available when needed and frequent requests for ongoing support began to drive costs up over the years. As a result, in Fiscal Year 2017/2018, a part-time IT Technician position was approved by the Board of Directors to provide ongoing network maintenance and dedicated support to the Authority and Staff.

In March 2020, the COVID-19 pandemic forcefully shifted the entire workforce to a remote work model overnight. The agency's network infrastructure was initially built to support Staff within one office building. IT Staff quickly deployed new software and provided training to Staff to adapt to the new working environment.

Immediately following this event, and understanding that a remote work model was not going away any time soon, IT Staff began documenting the existing network infrastructure and evaluating the agency's needs over the next five years to best achieve the agency's resilience to emerging technological threats and desire to use technology to facilitate communications and collaboration both in the office and remotely.

On April 8, 2021, staff presented the Technology Master Plan (Plan) to the Administration and Budget Committee (ABC) for review and feedback. Staff also received written communications from members of the public regarding the Plan and the suggested projects.

The ABC asked in-depth questions about the agency's infrastructure and expressed concerns about increasing threats in cybersecurity. Accordingly, the ABC provided direction to staff to include additional improvements to the agency's cybersecurity practices, to provide a comprehensive failover plan, and to review and consider the written communications received.

## **DISCUSSION**

The Technology Master Plan (Plan) consists of two (2) major sections.

### **An Assessment of the Current Environment –**

Over the course of several months, IT Staff conducted an internal assessment of the existing infrastructure, current policies, and general IT operational procedures. By collecting this information, two purposes are achieved: (1) a formal document of the agency's general network infrastructure is now available, and (2) specific actions can be identified to address improvements to the agency's IT infrastructure, policies, and procedures.

### **A Strategic Plan for the Next Five Years –**

Based on the information found during the assessment, IT Staff proposed a list of improvements for the agency's infrastructure and technologies. Objectives for the next five years focus on three categories: reliability, innovation, and security. The Plan outlines some projects to be undertaken by IT Staff to fulfill the objectives. For example, the agency's increasing headcount will require new IT infrastructure since the existing hardware can no longer scale to the agency's needs. With the rise of cyber threats and Staff working in a wide range of secured/unsecured networks, information security is another domain that IT Staff is taking seriously and advocates for more staff education and updated equipment.

The recently revised Plan incorporates the ABC's feedback and is included in the attached Exhibit D for the Board's review. Staff will also present a summary of the agency's future investments in technological hardware, software, procedures, and training.

## **RECOMMENDATION**

This is an informational item and no action is recommended.

Prepared by:

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*Attachment(s):       Exhibit D – Technology Master Plan*