VISION for Information Technology:
INFORMATION TECHNOLOGY STRATEGIC PLAN

The Information Technology Strategic Plan (ITSP) is a complement to the Central Services Strategic Plan. Information technology is a distinct area of central services with the goal of providing exemplary services to the district at-large in technological needs. This is a living document intended for ongoing review and modification and update.

The purpose of this document is to set forth general guidelines, strategies, goals and objectives for the operation of the Central Services IT unit.
## Information Technology - Yosemite Community College District

*Our Mission:* Provide innovative and responsive information technology services.

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Introduction
The Information Technology Strategic Plan (ITSP) is a complement to the Central Services Strategic Plan that defines information technology as a distinct area of central services with the goal of providing exemplary services to the district at-large in technological needs. This is a living document intended for ongoing review and modification and update.

The purpose of this document is to set forth general guidelines, strategies, goals and objectives for the operation of the Central Services IT unit. This includes Administrative Office of Information Technology, Networking/Telecommunications Systems/Operation, Systems/Programming, and Research and Planning Units.

The **Administrative Office of Information Technology Unit** is responsible for supporting the areas within the IT Department as well as serving as a liaison to District staff and the educational community. These services include budget management, state reporting, equipment procurement, maintenance agreements, communications, inventory, and coordinating staff trainings. The office also works with the Web Master to evaluate, prioritize, and implement web page requests. The goal of the Administrative Office is to create harmonious communication between IT and the population it serves and to provide superlative support to the IT staff.

The **Networking / Telecommunications Unit** is responsible providing the voice and data communication services throughout the district. These services include the implementation and support for end-to-end phone connectivity, voicemail, wired/wireless IP connectivity (*including connectivity between buildings, campuses, remote locations, and the Internet*), remote access/VPN, communications cabling infrastructure (*twisted pair copper & fiber optics*), network security implementations, network health monitoring, video conferencing infrastructure, and management of all the networking services related servers facilitating connectivity (*including network access authentication, name resolution, IP address allocation, etc.*).
Our Mission: Provide innovative and responsive information technology services.

The Systems and Operations Group is responsible for the 24/7 operations of YCCD's core servers and their hosted services. To insure district-wide needs are met, our staff is involved in a number of support activities. These services includes IT system and infrastructure deployment, administration, monitoring, printing and distributing, account management, user authentication, technical assistance and training, system backup and recovery, etc. Systems and Operations currently administers and hosts over ninety servers. These servers provide services to all Yosemite Community College students and staff.

The Yosemite district's IT Helpdesk and Switch-Board operator is also served by the Systems and Operations staff. The Helpdesk is the central point to YCCD’s directory assistance, information and support regarding problems with computers and related devices or software. All calls to the MJC Student Helpdesk (209) 575-7900, to the Columbia Student Helpdesk (209) 588-5385, to the Faculty/Staff Helpdesk (209) 575-7800, and Directory Assistance (209) 575-6550 are received through this central location where dedicated staff consisting of two full-time employees and student workers are eager to provide callers with courteous and knowledgeable assistance.

The System and Programming Unit is responsible for supporting various purchased and in-house programs essential for the functionality of our district community. Our services include and infrastructure administration and monitoring of the Datatel/Oracle system, third-party software, in-house systems, integration among systems, State regulations compliance and reporting, crystal reports, legacy system and WebAdvisor. All these services assist the faculty, staff and management district wide in performing their daily duties.

The Central Services Research and Planning Unit is responsible for providing support to Central Services, Columbia College, and Modesto Junior College with data inquiries related but not limited to Planning, Program Review, Accreditation, Community Requests, Compliance and Grants. In addition, the office is also responsible for submissions for various mandated state reports including but not limited to Integrated Postsecondary Education Data System (IPEDS), Full Time Obligation – 75/25 (FTO), and National Student Clearinghouse (NSC). The office also coordinates the District wide Research Work Group and works collaboratively with the Campus Institutional Research Offices.
Process for the Strategic Plan

The process began in 2005 with guidance from the chancellor to create a district wide strategic plan. This plan would be the over arching district plan that would be the basis for the connection of all other planning documents within the district. This umbrella plan allows for the individual colleges and central services to create individual plans that could extend down through the units and levels specific to the area. The central services plan branches into four areas: Chancellor’s office, Fiscal Services, Human Resources and Information Technology.

This is a cyclic process that is reviewed at least annually and for IT a living document undergoing continuous change. This plan is the overarching one that guides our IT facilities and project plans.

The outer ring represents the vision with each successive ring adding more detail. Actions have the most detail and are more specific. Each task is a step in fulfilling its associated objective. Objectives are measurable and result in demonstrating that the companion goal has been achieved.
VISION for Information Technology:

Create a sustainable environment that integrates technology into the framework of the institution and provides our diverse community with the information, tools and services where and when needed.

MISSION of Information Technology:

Provide innovative and responsive information technology services.

Values

- Respectful communication and collaboration
- Excellent customer service
- Integrity and honesty
- Resourceful teamwork with a positive attitude
- Continuous improvement
- Innovation
- Adaptability
- Responsiveness and reliability

Guiding Principles

Information Technology:

- is a vital service
- is a strategic district-wide asset
Our Mission: Provide innovative and responsive information technology services.

- is an essential resource for learning, teaching, research, planning, and data information management
- provides effective, sustainable technology
- strives to deploy cost effective, secure, and reliable solutions
- enhances productivity through training and education
- partners with students staff and faculty to provide excellence in service
- promotes a collaborative and responsive environment which strives to unite people and content anytime and anyplace
- is technology support – support is what we do
Our Mission: Provide innovative and responsive information technology services.
Our Mission: Provide innovative and responsive information technology services.

SWOT

Strengths
- Strong staff
- Broad knowledge base
- Strong work ethic
- Creative staff
- Forward thinking
- Resourceful within context of limited budget
- Strong intra-campus relationships
- Strong customer support
- Responsive to user needs
- Remote accessibility

Weaknesses
- Understaffed
- Budgetary limits
- Lack of district-centric approach
- Lack of resources for disaster recovery
- Lack of continuity/communications across all technology related units district-wide
- Increased dependency without increased resources

Opportunities
- Expand student learning experience - improving infrastructure
- Enhanced converged high speed services network
- Increasing student connectivity with wireless
- Maximize good PR (opportunity to garner cognition/awareness)
- Business continuity/disaster recovery solution
- Enhanced project planning/alignment with colleges
- Alignment with Clear sense of direction (strategic planning)
- Creating partnerships
- New and emerging technology
- Measure E

Threats
- Budgets
- Federal regulations
- State regulations
- Natural disaster
- Information security
- Shortage of staff
- Rapidly changing technology
  The progressively more complex regulatory and compliance environment, and the resulting focus on risk management, security, and business resumption preparedness has prompted managers to look to technology to help reduce costs and eliminate redundancy. It also further underscores the need for effective collaboration, greater flexibility, and data integration across the campus.
Goals, Objectives, & Strategies

The strategic plan is a high level top-down planning process. At the highest level the plan is to set direction and establish the institution’s purpose. The future is brought into focus with a vision; the mission articulates what we are presently and provides a unifying force for daily operation; goals are the general high-level descriptions of what we will do to fulfill our mission. Attached to each goal are objectives that need to be Specific (one result), Measureable, Assignable, Realistic (doable), and Time-related – they need to be SMART. The actions or tasks that will be completed to fulfill each objective must also follow the smart format and are the lowest level of the plan with the most detail. The actions or strategies are associated with the corresponding objective, the objective with the goal, the goal with mission and the mission with the vision. The items on the template at the action level may also be referred to as the tactical plan. The strategic plan states what we want to accomplish in the broad sense but the tactical version states how we will accomplish it in a step-by-step nature – execution of the strategic plan.

ITSP - Executive Summary of Goals

The following IT strategies are embedded into each district goal.

1 ~ Student Success
Provide a technology environment that promotes and supports superior learning experiences for all students.

2 ~ Educational Programs and Services
Provide exemplary information technology services which support all educational programs.

3 ~ Campus Climate
Provide a reliable, efficient, friendly and easily-accessible environment for information technology

4 ~ Quality Staff
Attract and retain the dedicated IT professionals needed to maintain a high-quality IT infrastructure.

5 ~ Technology
The Yosemite Community College District aligns human and financial resources to provide state of the art technology and support to meet the prioritized technological needs of the District.
6 ~ Community Leadership
Provide effective leadership for selecting, applying and managing critical information technology services.

7 ~ Partnerships
Partner with students, staff and faculty to enhance an effective learning/teaching environment through technology.

8 ~ Institutional Effectiveness
The Yosemite Community College District uses its participatory environment to create an effective institution through a continuous cycle of planning, research, implementation and evaluation.

9 ~ Facilities
Actively participates in facilities planning and development (complete Measure E projects successfully in a timely manner).

10 ~ Fiscal Resources
IT optimizes its resources through innovative and prudent fiscal management by providing cost-effective, stable, technology solutions.
**YCCD Strategic Planning Template:**
The template will track the activities performed while tying them to the appropriate objective, and goal. The plan will be under constant review and update. It is a starting point for implementation of IT projects, but will not have the detail of the individual project plans. Explanatory materials may be found after the action steps when appropriate for clarification or background of the actions listed.

**YCCD Strategic Planning Template**
**GOALS, OBJECTIVES & STRATEGIES**
~ 1-3-5 YEAR PLANNING HORIZON ~

**Goals** describe the outcomes the organization will achieve for its stakeholders (members, customers, the organization itself, etc.). Three- to five-year time frame; reviewed annually.

**Objectives** describe what would constitute success in observable or measurable terms. Indicate a direction: increase, expand, decrease, reduce, consolidate, abandon, etc. To be reviewed and updated annually.

**Strategies** describe how the organization will commit its resources to accomplishing a goal and its companion objectives. They bring focus to the operational allocation of resources. Indicate an activity: redesign, refine, identify, revise, develop, implement, create, study, establish, publish, improve, etc. They set strategic priorities for committees, staff, and other work groups. One- to three-year timeframe; reviewed and updated annually.

**Goals:**

**Objectives:**

**Strategies/actions**

<table>
<thead>
<tr>
<th>Plan Steps</th>
<th>Responsible Parties</th>
<th>Target Date/Timeline</th>
<th>Resources ($, people)</th>
<th>Indicators of Success</th>
<th>Progress Report (date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>
Goals: 1-Student Success - Provide a technology environment that promotes and supports superior learning experiences for all students.

Objectives: Improve communications between students, staff, and faculty through convergent technologies.

Strategies/Actions

<table>
<thead>
<tr>
<th>Plan Steps</th>
<th>Responsible Parties</th>
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<th>Indicators of Success /Notes</th>
<th>Progress Report (date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 wireless**</td>
<td>Networking / Telecom Mgr.</td>
<td>Fall '08</td>
<td>Network team</td>
<td>Deployment</td>
<td></td>
</tr>
<tr>
<td>A2- Support **Technology services with desktop and labs</td>
<td>IT management</td>
<td>ongoing</td>
<td>Desktop tech &amp; Media Services, Helpdesk, Sys Admin, Networking</td>
<td>Services provided, work orders, data from Helpdesk</td>
<td></td>
</tr>
<tr>
<td>A3-Identity management – students &amp; staff</td>
<td>System/Ops and System/Programming Managers</td>
<td>In-progress</td>
<td>Programming staff Operations staff, HR</td>
<td>Streamlined process of provisioning &amp; de-provisioning</td>
<td></td>
</tr>
<tr>
<td>*A4-Enhanced Phone Services</td>
<td>Networking / Telecom Mgr.</td>
<td>E911 – Spr ‘09 TBD</td>
<td>Networking/telecom staff, Lue Martin, Fred Grolle</td>
<td>Services delivered</td>
<td></td>
</tr>
</tbody>
</table>

*A4 – includes VOIP, E911, voice, video, and data

**Identified in college plans
Goals: Provide innovative and responsive information technology services.

Objectives: Manage user accounts more efficiently and effectively.

<table>
<thead>
<tr>
<th>Strategies/Actions</th>
<th>Responsible Parties</th>
<th>Target Date/Timeline</th>
<th>Resources ($)</th>
<th>Indicators of Success/Notes</th>
<th>Progress Report (date)</th>
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</thead>
<tbody>
<tr>
<td>A1- Distance Ed**</td>
<td>College Tech and IT</td>
<td>Ongoing</td>
<td>Title III</td>
<td>Online courses, telecourses available</td>
<td></td>
</tr>
<tr>
<td>A2 – Student email</td>
<td>Operations/programming</td>
<td>8/07 (soft rollout)</td>
<td>Windows Live, ~45k</td>
<td>Student email accounts available</td>
<td>9/08</td>
</tr>
<tr>
<td>A3- Datatel audit</td>
<td>Systems &amp; Programming</td>
<td>Spring 2008</td>
<td>Datatel/staff ~ 65k College staff</td>
<td>Audits have been completed – recommendations received from Datatel</td>
<td>7/08</td>
</tr>
</tbody>
</table>

**Identified in college plans

A1 – Blackboard see Goal 5, Support Title III Grant Columbia College
A2 – Columbia College live as of fall ’08 / MJC live as of 3/09
A3 – Recommendations being assessed and implemented by individual areas
**Goals:**
3-Campus Climate - Provide technologies that are reliable, efficient, user-friendly and easily-accessible.

**Objectives:**
*Improve safe and secure access to district and college resources through technology.*

**Strategies/actions**

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<tr>
<th>Plan Steps</th>
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<th>Progress Report (date)</th>
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<tr>
<td>A1 – Web Presence</td>
<td>IT/ webmasters/college tech</td>
<td>ongoing</td>
<td></td>
<td>Piratesnet, Connect Columbia, Staffnet, *.edu sites accessible</td>
<td>Yosemite.edu fall '07 live</td>
</tr>
<tr>
<td>A3 – Emergency notification</td>
<td>Security / IT</td>
<td>Fall ‘08</td>
<td>AlertU</td>
<td>text notification</td>
<td></td>
</tr>
<tr>
<td>A4 – Single sign-on</td>
<td>Future</td>
<td>Ongoing</td>
<td></td>
<td>Work logs, customer satisfaction, staff trainings</td>
<td></td>
</tr>
<tr>
<td>A5 – Helpdesk</td>
<td>Operations</td>
<td>Ongoing</td>
<td>Helpdesk staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A6 – WebVPN</td>
<td>Networking</td>
<td>Fall ‘08</td>
<td>Network hardware and staff</td>
<td>Remote access for staff</td>
<td></td>
</tr>
<tr>
<td>A7 – Security training</td>
<td>IT</td>
<td>Sum ‘09</td>
<td>50K</td>
<td>Trainings, classes, awareness</td>
<td></td>
</tr>
<tr>
<td>A8 – Evaluate physical security</td>
<td>IT management</td>
<td>Fall ‘09</td>
<td>TBD</td>
<td>Enhanced physical security</td>
<td></td>
</tr>
</tbody>
</table>

**Prepared by:**

**Title:**

**Date:**
**Goal:** 4-Quality Staff - Attract and retain the dedicated IT professionals needed to maintain a high-quality IT infrastructure.

**Objective:** Provide professional development to retain and attract staff and enhance technology service.

### Strategies/actions

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<th>Plan Steps</th>
<th>Responsible Parties</th>
<th>Target Date/Timeline</th>
<th>Resources ($, people)</th>
<th>Indicators of Success/Notes</th>
<th>Progress Report (date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 - Provide training</td>
<td>IT staff / Helpdesk</td>
<td>Ongoing</td>
<td>IT Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A2 – Work on Secession plan</td>
<td>IT Mgr</td>
<td>ongoing</td>
<td>VC - HR</td>
<td>Mentoring Training to equip staff with skills for greater leadership responsibility</td>
<td></td>
</tr>
</tbody>
</table>

Prepared by: 

Title: 

Date: 

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**Our Mission:** Provide innovative and responsive information technology services.
**Goals:** 5-Technology - The Yosemite Community College District aligns human and financial resources to provide state of the art technology and support to meet the prioritized technological needs of the District.

**Objectives:** Identify emerging and mainstream technologies and improve fiscal efficiency with bulk purchases (Total District Approach).

**Strategies/Actions:**

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<th>Plan Steps</th>
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<th>Progress Report (date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1-Transition to ASP Blackboard **</td>
<td>Ops mgr, WebCT admin, Programmer IV</td>
<td>Sum ‘08</td>
<td>College Technology coordinators Measure E</td>
<td>Functioning hosted application</td>
<td>9/08 -completed</td>
</tr>
<tr>
<td>A2-Reporting Solution (See Goal 8)</td>
<td>System &amp; Programming Mgr/staff</td>
<td>Sum ‘12</td>
<td>District Research Dir Measure E</td>
<td>Sustainable data access</td>
<td></td>
</tr>
<tr>
<td>A3 – Network upgrade (phone and data)</td>
<td>Networking/Telecom Staff</td>
<td>Spr ‘11</td>
<td>Operations staff Measure E</td>
<td>installation</td>
<td></td>
</tr>
<tr>
<td>A4-SANS</td>
<td>Sys. Ops Mgr &amp; staff</td>
<td>Fall ‘08</td>
<td>Measure E</td>
<td>implementation</td>
<td>10/08 implemented</td>
</tr>
<tr>
<td>A5-DataCenter upgrade</td>
<td>IT Management and Facilities</td>
<td>Fall ‘11</td>
<td>Measure E</td>
<td>Tier 2 level data center implementation</td>
<td></td>
</tr>
<tr>
<td>A6 – IT Disaster Recovery</td>
<td>IT Management and Facilities</td>
<td>Fall ‘12</td>
<td>Measure E</td>
<td>Full DR solution in place</td>
<td></td>
</tr>
</tbody>
</table>

**Identified in college plans**

**Vision**

**Our Mission:** Provide innovative and responsive information technology services.
**Goals:** 6-Community Leadership - Providing effective leadership for selecting, applying and managing critical information technology services.

**Objectives:** Improve operational services by providing oversight for campus communities for technological acquisitions. Provide training opportunities and information to increase effective use of technology.

### Strategies/actions

<table>
<thead>
<tr>
<th>Plan Steps</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A1- create process by which all technology purchases are routed to appropriate areas for input and approval throughout the district</td>
<td>Ass’t Chan. IT &amp; Technology Dean or Dir of each college</td>
<td>‘09</td>
<td></td>
<td>Process in place</td>
<td></td>
</tr>
<tr>
<td>A2-End-user training; increased awareness of technology</td>
<td>Helpdesk &amp; IT staff</td>
<td>ongoing</td>
<td>Training funds</td>
<td>Trainings</td>
<td></td>
</tr>
<tr>
<td>A3-SharePoint implementation</td>
<td>Webmaster, Operations, Programming</td>
<td>Ongoing</td>
<td>Funds for training, licenses, software/hardware</td>
<td>Creation of SharePoint areas for efficient file &amp; sharing collaboration; Increased # of users</td>
<td></td>
</tr>
<tr>
<td>*A4- IT Bulletin</td>
<td>IT management</td>
<td>Per term - ongoing</td>
<td></td>
<td>Distributed</td>
<td></td>
</tr>
</tbody>
</table>

*delivers tips& tricks and awareness of technology issues, procedures and processes*
**Goals:** 7-Partnerships - Partner with students, staff and faculty to enhance an effective learning/teaching environment through technology.

**Objectives:** Expand and enhance the support of instructional technology services to increase collaboration.

**Strategies/actions**

<table>
<thead>
<tr>
<th>Plan Steps</th>
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<th>Progress Report (date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2-Technology services &amp; media coordination with colleges</td>
<td>IT management</td>
<td>ongoing</td>
<td>College technology staffs</td>
<td>Project completions</td>
<td></td>
</tr>
</tbody>
</table>

**Mission:** Provide innovative and responsive information technology services.
### Goals: 8-Institutional Effectiveness
The Yosemite Community College District uses its participatory environment to create an effective institution through a continuous cycle of planning, research, implementation and evaluation.

### Objectives: Provide simple and universal access to information and services with consistent understanding of use and meaning across the district (Total District Approach).

#### Strategies/actions

<table>
<thead>
<tr>
<th>Plan Steps</th>
<th>Responsible Parties</th>
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<th>Progress Report (date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2 Identify query/reporting tool and or warehouse tool</td>
<td>Dist. Res. &amp; Pln. Dir. &amp; Research Work Group</td>
<td>2012</td>
<td>Research Work Group</td>
<td>Make recommendation</td>
<td></td>
</tr>
<tr>
<td>A3-Identify common research questions</td>
<td>Dist. Res. &amp; Pln. Dir. &amp; Research Work Group</td>
<td>Spr ‘09</td>
<td>Research Work Group</td>
<td>Identified</td>
<td></td>
</tr>
<tr>
<td>A4-Automation of student &amp; course data</td>
<td>Dist. Res. &amp; Pln. Dir.</td>
<td>Fall ‘08</td>
<td>IT Mgr &amp; programmer</td>
<td>Release to Research Work Group</td>
<td></td>
</tr>
</tbody>
</table>

**Prepared by:**

**Title:**

**Date:**
Our Mission: Provide innovative and responsive information technology services.

**Goals:** 9-Facilities - Actively participates in facilities planning and development (complete Measure E projects successfully in a timely manner).

**Objectives:** Maintain current technology hardware, software and network infrastructure while planning for enhancements, modification and new additions.

**Strategies/actions**

<table>
<thead>
<tr>
<th>Plan Steps</th>
<th>Responsible Parties</th>
<th>Target Date/Timeline</th>
<th>Resources ($) (people)</th>
<th>Indicators of Success /Notes</th>
<th>Progress Report (date)________</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1- improve physical security for network</td>
<td>Networking / Telecom Mgr.</td>
<td>Spr ’09</td>
<td>Facilities</td>
<td>Network devices physically secured</td>
<td></td>
</tr>
<tr>
<td>A2-participate on the MJC Infrastructure &amp; Loop Road Committee</td>
<td>Ass’t Chan. IT &amp; Networking / Telecom &amp; System/Ops Mgr.</td>
<td>ongoing</td>
<td>Facilities, Measure E architects &amp; consultants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3-UPS</td>
<td>Networking</td>
<td>Spr ’09</td>
<td>Facilities</td>
<td>All network devices have backup power</td>
<td></td>
</tr>
<tr>
<td>A4 – New Data Center</td>
<td>IT management &amp; Facilities</td>
<td></td>
<td>Measure E architects &amp; consultants</td>
<td>In use</td>
<td></td>
</tr>
</tbody>
</table>
**Goals:** 10-Fiscal Resources - IT optimizes its resources through innovative and prudent fiscal management by providing cost-effective, stable, technology solutions.

**Objectives:** Research and pursue alternative funding sources

**Strategies/actions**

<table>
<thead>
<tr>
<th>Plan Steps</th>
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<th>Indicators of Success /Notes</th>
<th>Progress Report (date)________</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1- Utilize Measure E funds*</td>
<td>Gina Rose</td>
<td>2-5 years</td>
<td>EVC Finance Controller</td>
<td>New services online</td>
<td></td>
</tr>
<tr>
<td>A2-Explore co-location for disaster recovery to leverage resources **</td>
<td>IT Sys Operations, Networking / Telecom</td>
<td>2012</td>
<td>Facilities, CS Measure E committee</td>
<td>Location determined</td>
<td></td>
</tr>
</tbody>
</table>
| A3-Grants*** | IT management | ongoing | Grants office | Successfully locate grant opportunities | |}

*Measure E funds will be utilized as appropriate for infrastructure, data center, and networking

**may change with Measure E projects

***explore grant possibilities for technology projects