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Crook County
Board of County Commissioners

Tuesday, December 9, 2025 at 3:00 PM

County Annex Meeting Room | 320 NE Court St. | Prineville OR

Members of the public and media are welcome to attend in person or via Zoom: 1-253-215-8782; Meeting ID: 913 6434 8576; Passcode: 208408

Commissioners: Brian Barney, Chair; Susan Hermreck; Seth Crawford

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Special Session Agenda

Public Comment

Please note that each speaker is limited to a maximum of 5 minutes. This guideline helps ensure that everyone has an equal opportunity to speak.

Discussion

1. **Review of Core Services for the Facilities and Information Technology Departments**
    Requester:
    Will Van Vactor, County Manager

Executive Session

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2. **None scheduled.**

Notice and Disclaimer

The Crook County Board of Commissioners is the governing body of Crook County, Oregon, and holds public meetings (generally on the first and third Wednesday of each month) to deliberate upon matters of County concern. As part of its efforts to keep the public apprised of its activities, the Crook County Board of County Commissioners has published this PDF file. This file contains the material to be presented before the Board of County Commissioners for its next scheduled regular meeting.

Please note that while County staff members make a dedicated effort to keep this file up

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Additional Items

Additional items may be discussed that arise too late to be included as a part of this notice. For information about adding agenda items, please contact the County Administration office at 541-447-6555. Crook County encourages persons with disabilities to participate in all programs and activities. This event/location is accessible to people with disabilities. If you need accommodation to make participation possible, please call (541) 447-6555.

Contact: Brian Barney (brian.barney@crookcountyor.gov (541) 447-6555) | Agenda published on December 4, 2025.

Agenda Item Request

Date of Meeting: December 9, 2025

Subject:

Review of Core Services for the Facilities and Information Technology Departments

Background and Policy Implications:

Budget/Fiscal Impacts:

Requester:

Will Van Vactor, County Manager

Legal Review (only if requested):

Legal Review (only if requested):

Enter Text here.

Elected official sponsor (if applicable):

Elected Official Sponsor(s):

Enter text here.

Crook County

Board of Commissioners Special Meeting
December 9, 2025

Core Service Description Review:

IT (Information Technology)
GIS (Geographic Information Systems)
Facilities

Core Services

Core services in the public sector refer to the fundamental and essential functions that a government department or agency provides to fulfill its mission and serve the community. These services are vital for ensuring public welfare, security, and the effective administration of governmental responsibilities.

They typically include:

- Primary Functions Critical to Mission Fulfillment
- Legally Mandated or Required Services
- Essential Public Goods and Services
- Operational Sustainability

Key Characteristics:

- Centrally Aligned with Mission and Community Needs
- Subject to Public Expectation and Demand
- Prioritized in Strategic and Financial Planning
- Foundation of Public Trust and Accountability

Crook County

Crook County IT (Information Technology):
Core Services

IT (Information Technology)

Mission and Core Purpose

- *Mission:* Enhance department and community services by providing reliable, secure, and user-friendly technologies, ensuring efficient and effective service.

- *Purpose:*
    - Maintain and secure the County's technology infrastructure, provide hardware, software, and technical support to all departments, manage cybersecurity, and ensure data integrity and regulatory compliance.
    - Support GIS, facilitate transparent digital access for residents, and lead technology planning, procurement, and long-term operational strategy.

IT (Information Technology)– Core Services

Infrastructure & Operations

- *Description: Ensures the smooth, efficient, and secure operations of Crook County's IT infrastructure and systems, providing a reliable foundation for County operations.*

- *Key Activities:*
  - *Networking & Connectivity: Ensure reliable communication and collaboration.*
  - *Service Desk & Incident Management: Quickly restore services to keep operations running.*
  - *Infrastructure & Asset Management: Optimize performance, security, and cost of IT resources.*
  - *Business Continuity: Maintain service during disruptions and improve resiliency.*
  - *Change & Release Management: Implement updates balancing functionality, security, and budget.*

- *Impact:* Supporting the County's technology infrastructure and operations ensures smooth departmental workflows, minimizes the risk of data loss or service interruptions, and maximizes the value of technology investments through efficient and secure systems.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, (Goal #3) Foster a collaborative culture within the organization.

IT (Information Technology)– Core Services

Security & Privacy

- *Description: Creates a secure and trustworthy digital environment, protecting Crook County's most valuable digital assets, enabling operations with confidence in an increasingly complex threat landscape.*

- *Key Activities:*
  - *Maintain Data Confidentiality-* Ensures information is not disclosed to unauthorized individuals, entities, or processes. Protects data from unauthorized access, use, or disclosure.
  - *Ensure Data Integrity-* Ensures information has not been altered destroyed in an unauthorized manner. Protects data from unauthorized, accidental or malicious modification.
  - *Assure Availability-* Prevents disruptions to access and ensures systems and information are readily available for authorized users.
  - *Verifiable Authentication-* Ensures only authorized entities access systems, applications, or data.
  - *Ensure Non-Repudiation- Provides verifiable proof that a party performed a specific action or sent a message.*

- *Impact:* Ensures regulatory compliance, proactive threat protection, and continuity of operations during cyber incidents, reducing legal, financial, and reputational risks.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community

IT (Information Technology)– Core Services

Data & Application Management

- *Description: Ensures the secure, reliable, and effective use of organizational applications and data to support organizational priorities and goals.*

- *Key Activities:*
  - Procure and manage vendor contracts (janitorial, maintenance, repairs, inspection services, utilities).
  - Establish and coordinate services for newly acquired or repurposed facilities (e.g., Justice Center).
  - Ensure compliance with safety codes, inspection schedules, and regulatory standards.

- *Impact:* Ensures cost efficiency through application optimization, reduces application fatigue, maintains data accessibility during emergencies, and supports cohesive and consistent community messaging.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability.

IT (Information Technology)– Core Services

Project & Vendor Management

- *Description: Supports project success rates, optimizes resource utilization, and aligns projects with strategic priorities and goals.*

- *Key Activities:*
    - Project Management- Creates repeatable project delivery processes to maximize project investments.
    - *Vendor Management- Creates cost savings through reduction of redundant applications and services, reduces risk, creates stronger relationships, and increases capabilities with partners.*

- *Impact:* Assures that projects are strategically aligned, completed on time and within budget, resources are efficiently allocated, communication and collaboration are effective, vendor costs are managed, and applications are prioritized based on organizational value.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, and (Goal #3) Foster a collaborative culture within the organization.

IT (Information Technology)– Core Services

Strategy, Governance & Compliance

- *Description: Moves beyond day-to-day operations to ensure technology investments are strategic, risks are managed, and legal/regulatory compliance with PCI DSS, HIPAA, CJIS, and GDPR are met.*

- *Key Activities:*
  - *Strategic Priority and Goal Alignment-* Ensure IT initiatives, investments, and priorities support and enable organizational priorities and goals.
  - *IT Investment Optimization-* Facilitates decision-making with the Crook County Technology Group on where budget, personnel, and time is best allocated, ensuring resources are directed towards County priorities and goals.
  - *Policy Creation and Oversight-* Ensures IT policies are created, disseminated, updated, and retained for organizational effectiveness and risk management.
  - *Talent and Resource Management-* Hire, train, and retain organizational contributors. Create clear paths for development. Coach and mentor high performance and achievement.

- *Impact:* Ensures proactive maintenance, cost-effective repairs, uninterrupted services for residents, and efficient use of resources for timely project completion.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, and (Goal #3) Foster a collaborative culture within the organization.

Performance & Partnerships

- *Key Metrics:*
    - System Uptime & Availability: 99.9% uptime for all critical systems
    - Incident Response Time: Average response time
        - High priority = 30 minutes
        - Medium priority = 4 hours
        - Low priority = 8 hours
    - Help Desk Ticket Resolution Time: 80% of tickets resolved within 2 business days.
    - IT Project Completion Rate: 90% of IT Projects delivered on time and on budget.
    - Security Incidents: Zero major security breaches per quarter.
    - User Satisfaction & Feedback: 85% or higher satisfaction rate.
- *Strategic Partnerships:*
    - *Internal Crook County Departments*
    - *Agency Interaction- City of Prineville and Crook County Sheriff's Office*

IT (Information Technology) Funding Overview

IT Operations:

- ***Staffing & Personnel:*** Salaries, benefits, contracted helpdesk, and IT training/certifications.
- ***Hardware & Infrastructure:*** Computers, servers, networking equipment, mobile devices, printers, power backup, and facility support.
- ***Software & Licensing:*** Operating systems, productivity tools, cybersecurity, virtualization, and remote access software.
- ***Cloud Services & Hosting:*** Backup, disaster recovery, SaaS subscriptions, and domain hosting.
- ***Cybersecurity & Compliance:*** Network and endpoint security tools.
- ***Telecommunications:*** Internet, VoIP, and cellular services.
- ***Maintenance & Support:*** Hardware and software support contracts
- ***Capital Projects:*** Data center migration and other infrastructure initiatives.

Conclusion

- *Questions?*

Crook County

Crook County GIS (Geographic Information Systems):

Core Services

GIS (Geographic Information Systems)

Mission and Core Purpose

- *Mission:* To deliver accurate and accessible geographic data that supports informed decisions, efficient county operations, and public transparency.

- *Purpose:* Maintain accurate parcel data, addresses, and spatial layers that support property assessment, planning, emergency response, and regulatory compliance, while enabling efficient infrastructure and utility management and providing accessible mapping tools for public transparency.

GIS (Geographic Information Systems) – Core Services

Data Maintenance and Spatial Accuracy

- *Description:* Data maintenance and spatial accuracy involve keeping maps and geographic data—like parcels, addresses, and roads—up to date and accurate.

- *Key Activities:*
  - *Parcel and Land Records Management*- Maintain up-to-date parcel boundaries, ownership, and assessment data in coordination with the Clerk & Assessor's Office.
  - *Addressing and Road Centerlines*- Work with Community Development to assign and manage official addresses, maintain street centerlines and naming systems.

- *Impact:* Ensures timely and safe emergency response, fair taxation, compliant and coordinated development, efficient project planning with cost savings, and fosters public confidence through transparent governance.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community and (Goal #4) Enhance quality of life, livability, and safety in Crook County.

GIS (Geographic Information Systems) – Core Services

Emergency Services

- *Description:* Provides accurate maps for 911, Office of Emergency Management, first responders, and disaster planning. Aids in fast, effective response—preserving time, property, and lives.

- *Key Activities:*
  - *Public Safety and 911 Integration-* Provide accurate GIS layers (e.g., address points, emergency service zones, road networks) to local and statewide 911 dispatch systems.
  - *Emergency Management and Disaster Response-* Support planning and response for natural disasters (fires, floods, etc.) with mapping tools for evacuation routes, shelter locations, and damage assessments.

- *Impact:* Ensures rapid and accurate emergency response, precise 911 dispatching, effective disaster planning, and coordinated agency efforts to protect life and property and enhance overall emergency management.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community, (Goal #4) Enhance quality of life, livability, and safety in Crook County, and (Goal #5) Continue to develop and implement an organizational and community communications strategy.

GIS (Geographic Information Systems) – Core Services

Zoning, Surveying, Land Use, Water Rights, and Permitting

- *Description:* Maintain maps of zoning districts, land use designations, parcel data for zoning, water rights, and permitting. Aid staff and the public in understanding what can be built where and ensure permit decisions follow local and state regulations.

- *Key Activities:*
  - *Planning and Development-* Provide zoning and survey maps, land use classifications, and overlays that support permitting, comprehensive planning, and code enforcement.
  - *Environmental and Regulatory Compliance-* Maintain data on wetlands, watersheds, flood zones, protected areas, and other environmentally sensitive regions to ensure compliance with state and federal environmental laws.

- *Impact:* Ensures accurate zoning compliance, efficient permitting and development processes, sound planning decisions that reduce legal risks, and greater public clarity and trust in county operations.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, and (Goal #4) Enhance quality of life, livability, and safety in Crook County.

GIS (Geographic Information Systems) – Core Services

Public Access and Transparency

- *Description:* Supports public access and transparency initiatives including providing online maps and data that let residents view property info, zoning, and public services. Makes county data accessible, reducing staff workload and improving public trust.

- *Key Activities:*
    - *Interactive Web Mapping Portals-* Offer public-facing mapping services for property lookups, zoning inquiries, and infrastructure data.
    - *Open Data Distribution-* Provide downloadable datasets in accordance with state and open data policies.

- *Impact:* Ensures residents are empowered with accessible information, reduces staff workload through self-service, enhances transparency and public trust, and supports informed community decision-making.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community and (Goal #4) Enhance quality of life, livability, and safety in Crook County.

Infrastructure and Asset Management

- *Description:* Supports infrastructure and asset management including mapping roads, utilities, and public facilities to track conditions, plan maintenance, and guide improvements.

- *Key Activities:*
  - *Utilities, Public Works and Roads*- Support mapping of utility and road infrastructure for city and county services.
  - *Capital Project Support*- Aid in site selection, impact analysis, and coordination for county-led construction and development projects.

- *Impact:* Ensures proactive maintenance, cost-effective repairs, uninterrupted services for residents, and efficient use of resources for timely project completion

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, (Goal #4) Enhance quality of life, livability, and safety in Crook County, and (Goal #6) Continue to develop and implement a countywide facilities plan

GIS (Geographic Information Systems) – Core Services

Population Representation and Districting

- *Description:* Supports population representation and redistricting efforts including mapping population data, voting precincts, and boundaries to ensure fair representation and accurate resource allocation.

- *Key Activities:*
    - *Population and Demographic Mapping-* Assist with accurate population representation, school districting, and voting precinct management.

- *Impact:* Ensures fair and equitable voting districts, legal compliance, a reliable foundation for planning and resource allocation, and optimized funding through accurate data.

- *Alignment with BOC Goals and Priorities:* (Goal #1) Continue to provide outstanding service to the community and (Goal #4) Enhance quality of life, livability, and safety in Crook County.

Performance & Partnerships

- *Key Metrics:*
  - Satisfaction with the effectiveness of GIS capabilities. Percentage rating "Good" on survey.
  - Overall user satisfaction with the portfolio of available applications and software functionality.
  - 90% of GIS web services (ArcGIS Enterprise) are reliably available to end users.
  - Public use - Crook County public mapping application satisfaction.
- *Strategic Partnerships:*
  - Internal Crook County Departments
  - Agency Interaction- City of Prineville, Crook County Sheriff's Office, Crook County Fire & Rescue, Crook County Sheriff's Office, Oregon Department of Emergency Management, and Ochoco Irrigation District.

GIS (Geographic Information Systems) Funding Overview

GIS Operations:

- ***Staffing & Personnel:*** Salaries, benefits, and professional development for GIS staff.
- ***Software & Licensing:*** ArcGIS Enterprise/Online, SQL Server, EagleView imagery, and other essential GIS software.
- ***Hardware & Infrastructure:*** High-performance workstations, servers, large-format printers, storage/backup systems, and secure network environments.
- ***Web Hosting & Data Access:*** GIS web portals, ArcGIS Online services, domain hosting, and SSL certificates.
- ***Data Acquisition & Maintenance:*** Aerial imagery, parcel updates (ORMAP), and supplemental environmental or transportation datasets.
- ***Compliance & Legal:*** ADA compliance for public-facing maps and legal review for data-sharing agreements.
- ***Interdepartmental Services:*** GIS support for departments such as planning, assessor, 911/emergency management, surveying, and environmental services, including cost allocations.
- ***Strategic Initiatives:*** Special projects such as 911 upgrades, redistricting, and community-driven GIS needs.

Conclusion

- *Questions?*

Crook County

Facilities: Core Services

Crook County Facilities

Mission

- *Mission:* Manages and Maintain County-owned buildings (excluding the Fairgrounds and Road Department), landscaping, and parking lots to provide safe, functional, and cost-efficient spaces for public service delivery.
- *Purpose:* To ensure safe, functional, and well-maintained County facilities by overseeing daily operations, performing preventative and scheduled maintenance, managing repairs, and supporting all building systems, grounds, and custodial services.

Crook County Facilities – Core Services

Facilities Operations and Maintenance

- *Description*: Oversee the daily operations and maintenance of County-owned facilities. Responsible for general building upkeep, preventative and scheduled maintenance, emergency repairs, grounds keeping, custodial services, and the management of mechanical, HVAC, electrical, and safety systems.

- *Key Activities*:
  - Perform routine, preventative, and emergency maintenance for all covered facilities.
  - Coordinate janitorial services, grounds care, and waste management (including recycling).
  - Monitor and manage utilities for cost control and sustainability.
  - Maintain and update access and security systems for County buildings.

- *Impact*: Ensures uninterrupted County operations through responsive maintenance; sustains a safe, healthy, and comfortable environment for employees and the public.

- *Alignment w/BOC Goals and Priorities*: (*Goal #1*) *Provides safe, accessible, and well-maintained facilities to support outstanding public services and (Goal #4) Enhances safety and livability through facility security, functionality, and compliance.*

Crook County Facilities – Core Services

Facilities Planning, Asset Management, and Capital Projects

- *Description*: Leads long-range facilities planning and asset management. Tracks facility condition, identifies improvement needs, develops asset management plans, and manages capital projects, including renovations, repurposing, and new construction.

- *Key Activities*:
  - Update and implement the countywide master facilities plan.
  - Develop comprehensive maintenance and asset management programs.
  - Coordinate and oversee building renovations, large maintenance projects, or new construction.
  - Facilitate design, scope, and project management for major capital improvements—including courthouse and Justice Center renovations.

- *Impact*: Aligns facilities operations with County growth and changing service demands. Protects County assets and maximizes useful life while improving safety, energy efficiency, and accessibility.

- *Alignment w/BOC Goals and Priorities*: (*Goal #6*) *Directly advances the countywide facilities plan and long-term capital planning.*

Crook County Facilities – Core Services

Vendor Contracting and Operational Support

- *Description*: Manages contracts and vendor relationships for facility-related services. Supports day-to-day needs and special operational requirements in response to organizational changes (such as building vacating or expansion).

- *Key Activities*:
  - Procure and manage vendor contracts (janitorial, maintenance, repairs, inspection services, utilities).
  - Establish and coordinate services for newly acquired or repurposed facilities (e.g., Justice Center).
  - Ensure compliance with safety codes, inspection schedules, and regulatory standards.

- *Impact*: Ensures high-quality, cost-effective service delivery; leverages third-party expertise as required for specialized or large-scale support.

- *Alignment w/BOC Goals and Priorities*: (*Goal #2*) *Maximizes resources by controlling costs and extending the life of County assets.*

Crook County Facilities – Core Services

Facilities Administration, Cost Allocation, and Customer Service

- *Description*: Administers the Facilities Fund, allocates direct and indirect building costs, manages department budget, and provides internal customer support to all County departments using facilities.

- *Key Activities*:
  - Allocate facilities costs transparently through internal service fees and manage fund balances.
  - Track facility usage by department, including occupancy changes.
  - Gather customer feedback and measure performance (timeliness of work orders; satisfaction surveys).
  - Support departments in space planning and use as service delivery evolves.

- *Impact*: Optimizes use of County resources, aligns expenses with service use, and improves satisfaction and transparency for internal customers.

- *Alignment w/BOC Goals and Priorities*: (*Goal #2*) *Maximizes resources by controlling costs and extending the life of County assets and (Goal #6) Directly advances the countywide facilities plan and long-term capital planning.*

Facilities – Performance & Partnerships

- *Key Metrics:*
  - Achieve 55% of facilities rated as "Good" in the Facilities Condition Index.
  - Maintain a 60% ratio of scheduled to unscheduled maintenance.
  - Ensure 90% of internal customers rate satisfaction with Facilities services as "Good" or better.

- *Strategic Partnerships:*
  - Internal Crook County Departments
  - External Contractors & Service Providers
  - Local and Regional Public Safety & Compliance Partners
  - Utilities and Infrastructure Partners
  - Contractors, Vendors & Service Providers
  - Community & State-Level Partnerships

Facilities Funding Overview

Facilities Operations:

- **Personnel & Staffing:** Covers wages, benefits, training, and certifications; increasing facility demands and after-hours/emergency work continue to strain staffing capacity and drive overtime costs.

- **Utilities & Energy:** Rising electricity, gas, water, and sewer costs—especially in older, less efficient buildings—require ongoing budgeting and energy-efficiency planning.

- **Routine Maintenance & Repairs:** Supports upkeep of aging facilities, including HVAC, plumbing, electrical, roofing, flooring, vendor contracts, safety testing, and emergency repairs amid rising material costs.

- **Capital Improvements:** Funds long-term upgrades to major systems and structures, extending facility life and reducing emergency repairs, guided by the Facilities Master Plan and coordinated with Finance and the Board.

Conclusion

- Questions?

Next Steps

- Continue Review of core service descriptions for all departments

  - 12/19- Clerk, Assessor, and Road Department

- Refine descriptions based on feedback

- After review of all department core services descriptions, all core services will be presented for acceptance by the Board

Department Core Services Statement

Department Name:

IT (Information Technology)

Department Mission Statement:

Enhance department and community services by providing reliable, secure, and user-friendly technologies, ensuring efficient and effective service.

Describe Essential Functions: Maintains and secures the County's technology infrastructure, including networks, servers, and communication systems. Supports all county departments by providing reliable hardware, software, and technical assistance to ensure efficient public service delivery. Core functions include managing cybersecurity, maintaining data integrity, ensuring compliance with state and federal regulations, supporting geographic information systems (GIS), and facilitating transparent digital access for residents. The department leads technology planning and procurement in support of long-term operational goals.

Core Services Overview:

Service Area 1: Infrastructure & Operations

- o **Description:** Ensures the smooth, efficient, and secure operations of Crook County's IT infrastructure and systems, providing a reliable foundation for County operations.

- o **Key Activities:**

  - *Networking & Connectivity-* Provides wired and wireless connectivity and interoperability throughout offices, buildings, departments, agencies, cities, counties, and regions to facilitate operation, collaboration, communication, and coordination.

  - *Service Desk & Incident Management-* Seeks to restore operational service as quickly as possible, ensuring organizational operation.

  - *Infrastructure Asset Management-* Balances performance needs of the organization while managing costs and resources effectively. Consider factors like performance needs, security requirements, budget, and specific lifecycles of varied hardware components.

  - *Business Continuity Management-* Ensures service continuity for isolated and catastrophic events. Works to improve overall resiliency and recovery.

- *Change and Release Management*- Balances functionality, security, compatibility, and user experience with budget resources.

- o **Impact:** Support for infrastructure and operations ensures:

  - Optimal performance, reduction in slowdowns, and ensure department processes run smoothly without unnecessary delays

  - Reduces the risk of data loss or service interruptions due to cyber threats and hardware failure through disaster recovery plans, backup strategies, and high availability configurations.

  - Technology investments are optimized, balancing operational effectiveness with financial stewardship.

- o **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, (Goal #3) Foster a collaborative culture within the organization.

Service Area 2: Security & Privacy

- o **Description:** Creates a secure and trustworthy digital environment, protecting Crook County's most valuable digital assets, enabling operations with confidence in an increasingly complex threat landscape.

- o **Key Activities:**

  - *Maintain Data Confidentiality*- Ensures information is not disclosed to unauthorized individuals, entities, or processes. Protects data from unauthorized access, use, or disclosure.

  - *Ensure Data Integrity*- Ensures information has not been altered destroyed in an unauthorized manner. Protects data from unauthorized, accidental or malicious modification.

  - *Assure Availability*- Prevents disruptions to access and ensures systems and information are readily available for authorized users.

  - *Verifiable Authentication*- Ensures only authorized entities access systems, applications, or data.

  - *Ensure Non-Repudiation- Provides verifiable proof that a party performed a specific action or sent a message.*

- o **Impact:** Support for security and privac ensures:

- Adherence to industry-specific regulations and mandated compliance standards such as PCI DSS (Payment Card Industry Data Security Standard) HIPAA (Health Insurance Portability and Accountability Act), CJIS (Criminal Justice Information Service), and GDPR (General Data Protection Regulation) to mitigate fines, legal repercussions, and reputational damage to Finance, Health, District Attorney's Office, and County.
- Proactive threat defense through implementation of security awareness training, email filtering, firewalls, intrusion detection/prevention systems, and antivirus/anti-malware software to detect and block threats.
- Measures to protect against disruptions caused by cyber threats, ensuring organizational operation in the event of security incidents.

- o **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community

Service Area 3: Data & Application Management

- o **Description:** Ensures the secure, reliable, and effective use of organizational applications and data to support organizational priorities and goals.

- o **Key Activities:**

  - Procure and manage vendor contracts (janitorial, maintenance, repairs, inspection services, utilities).

  - Establish and coordinate services for newly acquired or repurposed facilities (e.g., Justice Center).

  - Ensure compliance with safety codes, inspection schedules, and regulatory standards.

- o **Impact:** Support for data and application management ensures:

  - Reduced expenses associated with application licenses and resources while maintaining features, functionality, and performance.

  - Reduced application fatigue through application consolidation leading to higher rates of organizational utilization.

  - Data is accessible and usable to respond to natural disasters (fire, flood).

  - Community messaging is cohesive and consistent.

- o **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability.

Service Area 4: Project & Vendor Management

- o **Description:** Supports project success rates, optimizes resource utilization, and aligns projects with strategic priorities and goals.

- o **Key Activities:**

  - Project Management- Creates repeatable project delivery processes to maximize project investments.

    - Prepare (Align, Agree, Authorize)
    - Plan (Participants, Milestones, Scheduling)
    - Design (Develop, Build, Document, Validate)
    - Implement (Install, Train, Deliver)
    - Operate (Operate)
    - Optimize (Efficiency, Adjust, Enhance)

  - Vendor Management- Creates cost savings through reduction of redundant applications and services, reduces risk, creates stronger relationships, and increases capabilities with partners.

- o **Impact:** Support for project and vendor management assures:
  - Projects are aligned with Crook County's strategic priorities and goals.
  - Projects are completed within scope, on time, and within budget.
  - Efficient resource allocation by utilizing internal and external resources to achieve project goals.
  - Effective communication and collaboration amongst project team, stakeholders, and vendors ensuring timely information flow and decision making.
  - Vendor costs are effectively managed through competitive bidding, negotiations, and ongoing monitoring to ensure financial stewardship.
  - Applications are prioritized and retained based on organizational value and alignment.

  Alignment with BOC Goals and Priorities: (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, and (Goal #3) Foster a collaborative culture within the organization.

Service Area 5: Strategy, Governance & Compliance

- o **Description:** Moves beyond day-to-day operations to ensure technology investments are strategic, risks are managed, and legal/regulatory compliance with PCI DSS, HIPAA, CJIS, and GDPR are met.

- **Key Activities:**

  - *Strategic Priority and Goal Alignment*- Ensure IT initiatives, investments, and priorities support and enable organizational priorities and goals.

  - *IT Investment Optimization*- Facilitates decision-making with the Crook County Technology Group on where budget, personnel, and time is best allocated, ensuring resources are directed towards County priorities and goals.

  - *Policy Creation and Oversight*- Ensures IT policies are created, disseminated, updated, and retained for organizational effectiveness and risk management.

  - *Talent and Resource Management*- Hire, train, and retain organizational contributors. Create clear paths for development. Coach and mentor high performance and achievement.

- **Impact:** Support for IT strategy, governance, and compliance ensures:
  - Proactive maintenance and the prevention of unexpected failures.
  - Cost-effective repairs through strategic planning.
  - Uninterrupted services for residents.
  - Efficient resource allocation and timely project completion.
- **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, and (Goal #3) Foster a collaborative culture within the organization.

Performance Metrics & Service Delivery Standards:

- System Uptime & Availability: 99.9% uptime for all critical systems
- Incident Response Time: Average response time
  - High priority = 30 minutes
  - Medium priority = 4 hours
  - Low priority = 8 hours
- Help Desk Ticket Resolution Time: 80% of tickets resolved within 2 business days.
- IT Project Completion Rate: 90% of IT Projects delivered on time and on budget.
- Security Incidents: Zero major security breaches per quarter.
- User Satisfaction & Feedback: 85% or higher satisfaction rate.

Key Partnerships:

- Internal Crook County Departments
- Agency Interaction- City of Prineville and Crook County Sheriff's Office

Potential Budgetary Considerations:

- **Staffing & Personnel**
  - Salaries and benefits for IT staff
  - Contracted MSP Helpdesk
  - Training, Certifications, and Professional Development (ITIL, Microsoft, CISSP, PMP, etc.)

- **Hardware & IT Infrastructure**
  - Desktop and laptop computers (staff replacements)
  - Servers (on-prem and hybrid environments)
  - Networking equipment (routers, switches, firewalls, wireless access points)
  - Printers and peripherals (scanners, copiers)
  - Mobile devices (field staff, leadership)
  - Power backup systems (UPS units, generators for data center)
  - Facility costs (Cooling, racks, cabling in server/network rooms)

- **Software Licensing**
  - Operating Systems Licenses (Windows)
  - Office Productivity (Microsoft 365)
  - Cybersecurity Software (antivirus, malware, endpoint detection & response)
  - Virtualization and remote access tools (Nutanix)

- **Cloud Services and Hosting**
  - Backup and Disaster Recovery Services (Cohesity, NuDRaaS)
  - Software as a Subscription (Zoom)
  - Domain hosting

- **Cybersecurity and Compliance**
  - Network Security Tools (firewalls, Intrusion Detection/Prevention systems)
  - Endpoint Security (mobile device management)

- **Telecommunications**
  - Internet & Fiber services
  - VoIP (Lumen)
  - Cellular Plans (Verizon)

- **Maintenance & Support**
  - Hardware Maintenance Contracts
  - Software Support Contracts

- **Capital Projects**
  - Data Center Migration to Justice Center

Additional Notes:

The IT team provides seamless, secure, and efficient technology services that support the County's operations, enhance public service delivery, and safeguard sensitive data.

Department Core Services Statement

Department Name:

GIS (Geographic Information Systems)

Department Mission Statement:

To deliver accurate and accessible geographic data that supports informed decisions, efficient county operations, and public transparency.

Describe Essential Functions: The Crook County GIS department supports critical operations by maintaining accurate parcel data, addresses, and spatial layers used in property assessment, planning, and 911 emergency response. It ensures compliance with zoning and environmental regulations, aids infrastructure and utility management, and provides mapping tools for public access and transparency.

Core Services Overview:

Service Area 1: Data Maintenance and Spatial Accuracy

- o **Description:** Data maintenance and spatial accuracy involve keeping maps and geographic data—like parcels, addresses, and roads—up to date and accurate.

- o **Key Activities:**

  - *Parcel and Land Records Management*- Maintain up-to-date parcel boundaries, ownership, and assessment data in coordination with the Clerk & Assessor's Office.

  - *Addressing and Road Centerlines*- Work with Community Development to assign and manage official addresses, maintain street centerlines and naming systems.

- o **Impact:** Support for accurate and up-to-date spatial data ensures:

  - Emergency services reach people quickly and safely.
  - Fair taxation, helping avoid legal complications.
  - Keeps development compliant, timely, and well-coordinated.
  - Efficient project planning and cost savings.
  - Public confidence and promotes transparent governance.

- o **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community and (Goal #4) Enhance quality of life, livability, and safety in Crook County.

Service Area 2: Emergency Services

- o **Description:** Provides accurate maps for 911, Office of Emergency Management, first responders, and disaster planning. Aids in fast, effective response—preserving time, property, and lives.

- o **Key Activities:**

  - *Public Safety and 911 Integration-* Provide accurate GIS layers (e.g., address points, emergency service zones, road networks) to local and statewide 911 dispatch systems.

  - *Emergency Management and Disaster Response-* Support planning and response for natural disasters (fires, floods, etc.) with mapping tools for evacuation routes, shelter locations, and damage assessments.

- o **Impact:** Support for emergency services ensures:

  - Fast and accurate emergency response to aid in the preservation of life and property.
  - Precise 911 dispatching, ensuring responders reach the right location quickly.
  - Strong disaster planning, minimizing damage and accelerating recovery efforts.
  - Coordination among agencies, leading to more efficient and unified emergency management.

- o **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community, (Goal #4) Enhance quality of life, livability, and safety in Crook County, and (Goal #5) Continue to develop and implement an organizational and community communications strategy.

Service Area 3: Zoning, Surveying, Land Use, Water Rights, and Permitting

- o **Description:** Maintain maps of zoning districts, land use designations, parcel data for zoning, water rights, and permitting. Aid staff and the public in understanding what can be built where and ensure permit decisions follow local and state regulations.

- o **Key Activities:**

  - *Planning and Development-* Provide zoning and survey maps, land use classifications, and overlays that support permitting, comprehensive planning, and code enforcement.

- *Environmental and Regulatory Compliance*- Maintain data on wetlands, watersheds, flood zones, protected areas, and other environmentally sensitive regions to ensure compliance with state and federal environmental laws.

o **Impact:** Support for zoning, surveying, land use, and permitting ensures:

- Accurate zoning compliance and legal land use practices.
- Streamlined permitting processes and efficient development project timelines.
- Sound planning decisions, minimizing legal challenges and costly errors.
- Enhanced public clarity and increased trust in county processes.

o **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, and (Goal #4) Enhance quality of life, livability, and safety in Crook County.

Service Area 4: Public Access and Transparency

o **Description:** Supports public access and transparency initiatives including providing online maps and data that let residents view property info, zoning, and public services. Makes county data accessible, reducing staff workload and improving public trust.

o **Key Activities:**

- *Interactive Web Mapping Portals*- Offer public-facing mapping services for property lookups, zoning inquiries, and infrastructure data.

- *Open Data Distribution*- Provide downloadable datasets in accordance with state and open data policies.

o **Impact:** Support for public access services ensures:
- Empowered and informed residents can easily find the information they need, reducing frustration and confusion.
- Decreased call volumes and a lighter workload for county staff as residents self-serve their information needs.
- Enhanced transparency and increased public trust in local government through readily available data.
- Informed community decisions as residents and stakeholders have access to comprehensive geographic information.

Alignment with BOC Goals and Priorities: (Goal #1) Continue to provide outstanding service to the community and (Goal #4) Enhance quality of life, livability, and safety in Crook County.

Service Area 5: Infrastructure and Asset Management

- o **Description:** Supports infrastructure and asset management including mapping roads, utilities, and public facilities to track conditions, plan maintenance, and guide improvements.

- o **Key Activities:**

  - *Utilities, Public Works and Roads-* Support mapping of utility and road infrastructure for city and county services.
  - *Capital Project Support-* Aid in site selection, impact analysis, and coordination for county-led construction and development projects.

- o **Impact:** Support for infrastructure and asset management ensure:

  - Proactive maintenance and the prevention of unexpected failures.
  - Cost-effective repairs through strategic planning.
  - Uninterrupted services for residents.
  - Efficient resource allocation and timely project completion.

- o **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community, (Goal #2) Maximize current and future resources to maintain financial sustainability, (Goal #4) Enhance quality of life, livability, and safety in Crook County, and (Goal #6) Continue to develop and implement a countywide facilities plan

Service Area 6: Population Representation and Districting

- o **Description:** Supports population representation and redistricting efforts including mapping population data, voting precincts, and boundaries to ensure fair representation and accurate resource allocation.

- o **Key Activities:**

  - *Population and Demographic Mapping-* Assist with accurate population representation, school districting, and voting precinct management.

- o **Impact:** Support for population representation and districting services ensure:

  - Fair and equitable voting districts that accurately represent communities.
  - Compliance with legal requirements, minimizing challenges and ensuring adherence to regulations.

- Providing a reliable foundation for planning and resource allocation.
- Optimized funding opportunities and the strategic allocation of resources based on accurate data.

- **Alignment with BOC Goals and Priorities:** (Goal #1) Continue to provide outstanding service to the community and (Goal #4) Enhance quality of life, livability, and safety in Crook County.

Performance Metrics & Service Delivery Standards:

- Satisfaction with the effectiveness of GIS capabilities. Percentage rating "Good" on survey.
- Overall user satisfaction with the portfolio of available applications and software functionality.
- 90% of GIS web services (ArcGIS Enterprise) are reliably available to end users.
- Public use - Crook County public mapping application satisfaction.

Key Partnerships:

- Internal Crook County Departments
- Agency Interaction- City of Prineville, Crook County Sheriff's Office, Crook County Fire & Rescue, Crook County Sheriff's Office, Oregon Department of Emergency Management, and Ochoco Irrigation District.

Potential Budgetary Considerations:

- **Staffing & Personnel**
  - Salaries and benefits for GIS staff
  - Training and professional development (conferences, certifications)

- **Software Licensing**
  - Esri ArcGIS products (ArcGIS Enterprise & ArcGIS Online)
  - SQL Server
  - Eagleview (aerial imagery)

- **Hardware & IT Infrastructure**
  - High-performance workstations and servers
  - Plotters/printers for large-format maps
  - Storage and backup systems
  - Network and security systems for GIS data hosting

- **Web Hosting & Data Access**
  - ArcGIS Online

- Public GIS web portals and open data platforms
- Domain hosting and SSL certificates

- o **Data Acquisition & Maintenance**
  - Aerial imagery
  - Parcel data updates (ORMAP)
  - Third-party datasets (e.g., environmental, road)

- o **Compliance & Legal**
  - ADA compliance with public-facing maps
  - Legal review for data sharing and inter-agency agreements

- o **Interdepartmental Services**
  - Support for GIS use in community development, assessor, 911, emergency management, surveying, and environmental services.
  - Internal service chargebacks and cost allocations.

- o **Strategic Initiatives**
  - Special projects (e.g., 911 upgrades, redistricting, community requests, etc.)

Additional Notes:

The GIS team is committed to providing high quality and timely services to the community in pursuit of enhancing the quality of life, livability, and safety of Crook County.

Department Core Services Statement

Department Name:

Crook County Facilities Department

Department Mission Statement:

The Facilities Department manages and maintains County-owned buildings (excluding the Fairgrounds and Road Department), landscaping, and parking lots to provide safe, functional, and cost-efficient spaces for public service delivery.

Describe Essential Functions:

Facilities is dedicated to establishing optimal working environments by ensuring access to safe, clean, comfortable, and well-maintained buildings and grounds. This commitment includes adherence to ADA standards and effective management of capital projects. The primary focus remains on enhancing appearance, functionality, safety, and cost efficiency.

Core Services Overview:

Service Area 1: Facilities Operations and Maintenance

- o **Description:** Oversees the daily operations and maintenance of County-owned facilities. Responsible for general building upkeep, preventative and scheduled maintenance, emergency repairs, grounds keeping, custodial services, and the management of mechanical, HVAC, electrical, and safety systems.

- o **Key Activities:**

  - Perform routine, preventative, and emergency maintenance for all covered facilities.

  - Coordinate janitorial services, grounds care, and waste management (including recycling).

  - Monitor and manage utilities for cost control and sustainability.

  - Maintain and update access and security systems for County buildings.

- o **Impact:** Ensures uninterrupted County operations through responsive maintenance; sustains a safe, healthy, and comfortable environment for employees and the public.

- o **Alignment with BOC Goals and Priorities:** (Goal #1) Provides safe, accessible, and well-maintained facilities to support outstanding public services and (Goal #4) Enhances safety and livability through facility security, functionality, and compliance.

Service Area 2: Facilities Planning, Asset Management, and Capital Projects

- o **Description:** Leads long-range facilities planning and asset management. Tracks facility condition, identifies improvement needs, develops asset management plans, and manages capital projects, including renovations, repurposing, and new construction.

- o **Key Activities:**

    - Update and implement the countywide master facilities plan.

    - Develop comprehensive maintenance and asset management programs.

    - Coordinate and oversee building renovations, large maintenance projects, or new construction.

    - Facilitate design, scope, and project management for major capital improvements—including courthouse and Justice Center renovations.

- o **Impact:** Aligns facilities operations with County growth and changing service demands. Protects County assets and maximizes useful life while improving safety, energy efficiency, and accessibility.

- o **Alignment with BOC Goals and Priorities:** (Goal #6) Directly advances the countywide facilities plan and long-term capital planning.

Service Area 3: Vendor Contracting and Operational Support

- o **Description:** Manages contracts and vendor relationships for facility-related services. Supports day-to-day needs and special operational requirements in response to organizational changes (such as building vacating or expansion).

- o **Key Activities:**

    - Procure and manage vendor contracts (janitorial, maintenance, repairs, inspection services, utilities).

    - Establish and coordinate services for newly acquired or repurposed facilities (e.g., Justice Center).

    - Ensure compliance with safety codes, inspection schedules, and regulatory standards.

- o **Impact:** Ensures high-quality, cost-effective service delivery; leverages third-party expertise as required for specialized or large-scale support.

- o **Alignment with BOC Goals and Priorities:** (Goal #2) Maximizes resources by controlling costs and extending the life of County assets.

Service Area 4: Facilities Administration, Cost Allocation, and Customer Service

- o **Description:** Administers the Facilities Fund, allocates direct and indirect building costs, manages department budget, and provides internal customer support to all County departments using facilities.

- o **Key Activities:**

  - Allocate facilities costs transparently through internal service fees and manage fund balances.

  - Track facility usage by department, including occupancy changes.

  - Gather customer feedback and measure performance (timeliness of work orders; satisfaction surveys).

  - Support departments in space planning and use as service delivery evolves.

- o **Impact:** Optimizes use of County resources, aligns expenses with service use, and improves satisfaction and transparency for internal customers.

- o **Alignment with BOC Goals and Priorities:** (Goal #2) Maximizes resources by controlling costs and extending the life of County assets and (Goal #6) Directly advances the countywide facilities plan and long-term capital planning.

Performance Metrics & Service Delivery Standards:

- Achieve 55% of facilities rated as "Good" in the Facilities Condition Index.
- Maintain a 60% ratio of scheduled to unscheduled maintenance.
- Ensure 90% of internal customers rate satisfaction with Facilities services as "Good" or better.

Key Partnerships:

- o Internal Crook County Departments
- o External Contractors & Service Providers
- o Local and Regional Public Safety & Compliance Partners
- o Utilities and Infrastructure Partners
- o Contractors, Vendors & Service Providers
- o Community & State-Level Partnerships

Potential Budgetary Considerations:

- o *Personnel & Staffing:* Covers wages, benefits, training, and certifications; increasing facility demands and after-hours/emergency work continue to strain staffing capacity and drive overtime costs.
- o *Utilities & Energy:* Rising electricity, gas, water, and sewer costs—especially in older, less efficient buildings—require ongoing budgeting and energy-efficiency planning.
- o *Routine Maintenance & Repairs:* Supports upkeep of aging facilities, including HVAC, plumbing, electrical, roofing, flooring, vendor contracts, safety testing, and emergency repairs amid rising material costs.
- o *Capital Improvements:* Funds long-term upgrades to major systems and structures, extending facility life and reducing emergency repairs, guided by the Facilities Master Plan and coordinated with Finance and the Board.