



STRATEGIC PLAN (2019-2021)

Mono County Information Technology



Mono County and the Town of Mammoth Lakes have a long-term commitment to technology – specifically the implementation of high-value, modern systems which follow industry best practices. Combined with a talented collection of staff, these systems provide unique opportunities to solve complex problems in creative ways, more deftly manage information, and create a more efficient and cost effective way of doing business within a government agency. The focus of the Information Technology Strategic Planning effort is to gain a deep understanding of our business so that we can more carefully design how we operate and find more efficient means of doing so through the use of technology.

OUR MISSION

Empower our community by providing exceptional technology and customer service.

VISION

Deliver exceptional customer service	Provide a reliable modern infrastructure	Improve business processes through technology
Embrace and advance Best Practices	Seek out collaborative solutions	Value IT staff development, knowledge, individual needs

VALUES

Resourceful	Trustworthy	Competent
Positive	Diligent	Respectful

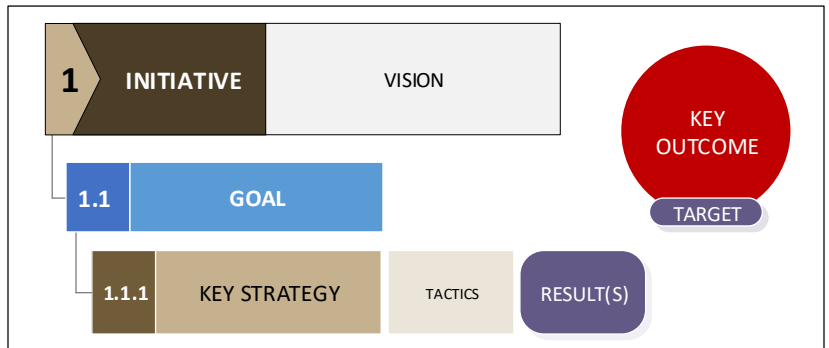
STRUCTURE OF THE PLAN

The 2018-2021 Mono County IT Strategic Plan is divided into two major sections: Core Services and Strategic Initiatives.

CORE SERVICES

1	SERVICE	EFFORT
		EFFORT
		EFFORT
		EFFORT

INITIATIVES





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CORE SERVICES

The following are the Core Services which IT provides to the organization. These are the areas in which we will always be working to maintain our existing technology footprint and ensure a high level of service.

1	User Support & Help Desk	Timely & effective response
		Quality engagement experiences for users
		Work Order Management
		Self Help Portal
3	Communications	Stable network and reliable fast internet
		Integrated voice, video, chat communications
		Disaster ready communications systems
		Interoperable radio communications
5	Business Operations & Applications	Devices: Laptop, Desktop, Tablet...
		Project Management/Business Process Improvement
		Industry standard application suites
		System integration & design
7	Training & Education	TechResources Library
		On-Boarding
		Professional development & growth
		Peer mentoring

2	Infrastructure	Life-Cycle Management
		Standardized and integrated
		Core Service Business Continuity
		Disaster Response & Recovery
4	Security & Compliance	Data and network protection
		Patches & updates
		State & Federal compliance
		Security training & education
6	Technology for Public Engagement	Beautiful, modern website
		Intuitive civic engagement opportunities
		Open and transparent government resources
		Highly leveraged GIS for storytelling
8	Policy, Practice & Leadership	Develop and maintain modern IT policies
		Look toward and implement best practices
		Maintain awareness of emerging trends
		Innovation

STRATEGIC INITIATIVES

The IT Department is focused on work in six major Strategic Initiative areas as defined below.

Information Technology

1	Customer Success	Deploy and utilize technology which is transformative and empowers users to operate efficiently and effectively. Ensure technology is being used through high quality support, business process evaluation, and improvements.
2	Infrastructure & Security	Perpetuate our existing technology investments through maintenance, upgrades, and life-cycle management. Ensure a highly secure and stable environment which protects staff and constituent data and is designed around service delivery.
3	Communications	Deliver high quality telephony, voice, data, and radio communications for day-to-day operations and emergency response leveraging the opportunities provided by Digital 395 and other platforms.

Geographic Information Systems

4	Engaged & Empowered Users	Cultivate, engage, and empower our users and constituents such that they can play a collaborative role in the development and maintenance of our datasets and improve the way we serve our communities.
5	Usability & Access	Provide exceptional user experiences by delivering well-designed, modern, and fluid resources across various devices and locations.
6	Data Quality & Availability	Deliver consistent and accurate data to end users and constituents while continually working to improve quality and expand the reach of our datasets.



1 Customer Success

Deploy and utilize transformative technology which empowers users to operate efficiently and effectively.

Ensure technology is being used through high quality support, business process evaluation, and improvements.

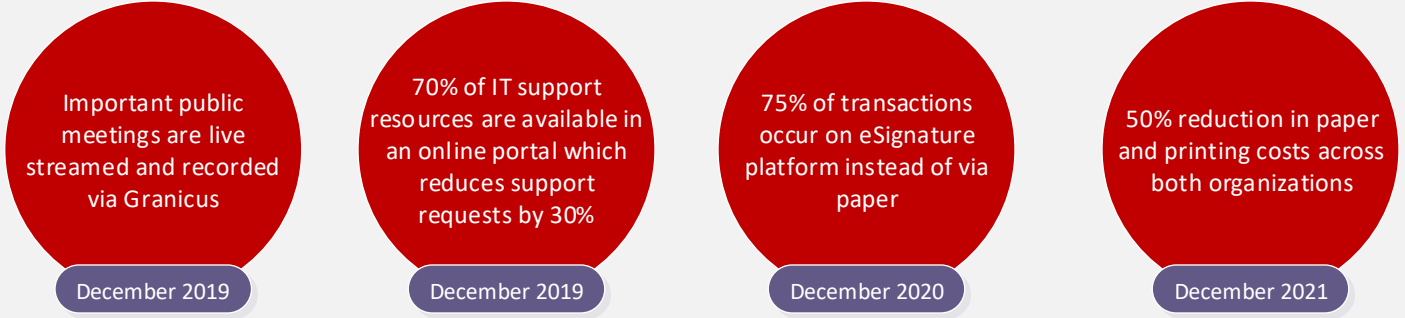
1.1 Empower customers to effectively utilize the technology we deploy

1.1.1	Provide high quality customer support	Deploy a new Work Order Management System focused on transparency and customer interaction	Improve customer access to support staff through phone, live chat, SMS, etc.	Provide timely and direct response to customers regarding work orders and target resolution	Improved partnerships that ensure customer success
1.1.2	Improve overall project delivery and increase customer satisfaction	Utilize BA techniques to effectively gather requirements, refine needs, and develop project charters	Leverage Agile methodologies to improve project delivery and outcomes	Implement systems which provide transparency into work efforts	Projects delivered on-time to satisfied customers
1.1.3	Increase training for staff and provide self-help resources	Grow a TechLead program in order to further capabilities within each department	Build out a customer portal for technology resources and support initiation	Offer a diverse set of training opportunities that are informed by end-user needs	Knowledgeable staff with resources to solve typical IT issues

1.2 Utilize technologies and systems to improve business operations and better serve our constituents

1.2.1	Improve processes and operations through data-driven decision making	Help define key metrics for each department which describe operational effectiveness	Implement performance tracking systems to gather data and make informed decisions	Evaluate business processes for continuous improvement	Technology meets business needs and helps improve operations
1.2.2	Leverage technology to improve citizen engagement, interaction, and communication	Maintain and incrementally improve County website and other digital media resources	Utilize Citizen Engagement and feedback technologies for input on key decisions and efforts	Assist departments in using Granicus and other available tech to better connect with their customers	Engaged and informed citizenry with access to government
1.2.3	Leverage Enterprise and Business systems to improve operations	Evaluate each department's core business system(s) for needs, opportunities, and consolidation	Implement eSignature offering and integrate with enterprise document management system	Leverage Office 365 and SharePoint for collaboration, mobility, and productivity offerings	Resilient application infrastructure that meets all user's needs

OUTCOMES & MEASURES





2	Infrastructure & Security	Perpetuate our existing technology investments through maintenance, upgrades, and life-cycle management.
		Ensure a highly secure and stable environment which protects staff and constituent data and is designed around service delivery.

2.1 Develop and support a modern work place with complementary technology

2.1.1	Physical workspace design based on user needs and complimentary technology	Participate in design phase of new facilities and offer guidance from a technology perspective	Advocate for adequate and resilient technology improvements in all facilities	Effective space and technology utilization which leverages modern work concepts & options	Facilities which reflect a modern workforce & technology use
2.1.2	Plan for business continuity and disaster recovery	Evaluate and develop BC/DR needs for each business line and their critical business functions	Work toward implementation of short and long term plans and processes	Increase awareness and training through regular exercise	Resilient workforce capable of supporting our constituents

2.2 Ensure a safe and secure work place

2.2.1	Protect personnel, data, and systems	Training, education, and awareness for IT and other personnel on security related topics	MFA, DLP, MDM, and Encryption governed by effective monitoring for data security	Leverage technology to improve physical and network security	People and data are protected
2.2.2	Improve response to security events	User engagement and awareness aimed at improving incident reporting	Empower the Cyber Incident Response Team to effectively respond to security incidents	Leverage local and national resources for effective and timely incident response	Events are responded to appropriately

OUTCOMES & MEASURES

98% of staff are resistant to phishing

December 2019

100% of Agency Owned Devices are encrypted

December 2020

Clearly defined and completely understood process for security incidents

December 2019

100% attendance in security trainings

December 2021



3 Communications

Deliver high quality telephony, voice, data, and radio communications for day-to-day operations and emergency response leveraging the opportunities provided by Digital 395 and other platforms.

3.1 Deliver modern, reliable, and flexible communication technologies

3.1.1 Implement and leverage Unified Communications across the organization

Implement and integrate new County phone system; Look for opportunities to expand reach

Educate around opportunities for real-time collaboration and information sharing

Promote adoption of features and functions to improve communication and business processes

Communication tools are effectively used by staff

3.1.2 Maintain a reliable, secure, and modern network

Plan for and program network infrastructure upgrades

Monitor, optimize, and upgrade broadband service as needed

Deliver a high-capacity wireless network to all staff

High uptime with exceptional performance

3.1.3 Improved communications for disaster / emergency response

Integrate IP & radio to implement an emergency communications platform

Technology focused exercises centered around emergency preparedness and operations

Develop and deploy an EOC in a Box solution for recovery and response

Enhanced emergency communication and situational awareness

3.2 Improve upon and leverage public-facing communications and broadband investments

3.2.1 Support businesses, residents, and visitors in leveraging Digital 395 to diversify our economic base and improve quality of life

Partner with service providers to close infrastructure gaps and reach 98% access to Gigabit internet

Develop information and tools which help users make informed decisions and adopt broadband

Advise and support on Public WiFi offerings in appropriate communities

Informed and connected residents and visitors

OUTCOMES & MEASURES

99.9% network uptime for core infrastructure

December 2019

Phone system outages are reduced to planned maintenance

June 2019

98% of Mono County households have access to Gigabit internet

December 2021

Agency campuses are fully covered with WiFi commensurate with wired speeds

December 2020



GIS STRATEGIC PLAN (2019-2021)

GEOGRAPHIC INFORMATION SYSTEMS (GIS) DIVISION

Mono County Information Technology



Geographic Information Systems (GIS) have become a cornerstone of the technology services provided by Mono County Information Technology over the past 15 years. As mobility increases in the workforce, location awareness and a deeper understanding of geography is becoming paramount for everyday decision making across virtually every business line of our organization. The team that comprises the GIS Division at Mono County is committed to working collaboratively to deliver leading edge technology to internal staff, and the constituents we support. The following GIS Strategic Plan outlines the goals and methodology we will follow in this pursuit.

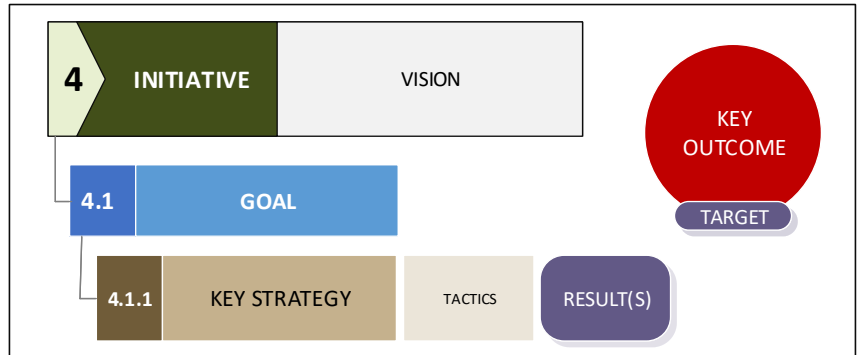
OUR MISSION

Use geography as a means for collaboration, transparency, and decision making.

STRUCTURE OF THE PLAN

The 2019-2021 Mono County GIS Strategic Plan is organized into three high-level Initiatives. Under each Initiative are a series of Goals, which are supported by Key Strategies and Tactics. Each of these main focus areas has associated Results, in addition to each Initiative a set of Key Outcomes.

The graphic to the right describes the visual layout of the plan which proceeds on the following pages.



INITIATIVES

This Strategic Plan focuses on three main Initiatives and associated Visions, as described below:

<p>4</p> <p>Usability & Access</p>	<p>Provide exceptional user experiences by delivering well-designed, modern, and fluid resources across various devices and locations.</p>
<p>5</p> <p>Data Quality & Availability</p>	<p>Deliver consistent and accurate data to end users and constituents while continually working to improve quality and expand the reach of our datasets.</p>
<p>6</p> <p>Engaged & Empowered Users</p>	<p>Cultivate, engage, and empower our users and constituents such that they can play a collaborative role in the development and maintenance of our datasets and improve the way we serve our communities.</p>

These Initiatives are all ultimately aimed at delivering high quality data to our users through a variety of methods – namely focused applications or direct access to the data itself.

Our general approach is to leverage web-based technologies to facilitate near-real-time access to information, while simultaneously reducing or eliminating the impacts on GIS staff to produce such information.

Carrying out these Initiatives positions staff within our organization to make highly informed decisions based on high-quality information. It also positions Mono County in such a way that parties interested in conducting business, relocating, providing service, or otherwise engaging with us an organization have the best information available, with limited hassle to access it.

OUTCOMES AND MEASURES

Each of the Initiatives covered on the following pages features a series of immediate Results, as well as overall Outcomes which will be realized if efforts are successful in completing the work efforts.



4 Engaged and Empowered Users
 Cultivate, engage, and empower our users and constituents such that they can play a collaborative role in the development and maintenance of our datasets and improve the way we serve our communities.

4.1 Integrate GIS as a key business system which assists with process improvement and operational efficiency

4.1.1 Leverage TechLeads as liaisons who engage for effective utilization of GIS within each department

Effectively engage departments to better understand business processes and user needs

Help SMEs develop applications which improve citizen engagement and outreach

Foster the use of emerging technologies and opportunities that may improve business operations

Empowered users who deliver appropriate and focused products

4.1.2 Eliminate barriers-to-entry for users such that GIS is more accessible and easier to use

Maintain the GIS User Group for disseminating information and seeking feedback

Produce written and video documentation and tutorials for all critical systems and key processes

Instill a level of awareness around GIS capacity as part of employee on-boarding and training

Extensive adoption of GIS across the organizations and among the public

4.2 Set a high-bar and lead by example where collaboration and engagement drive our work

4.2.1 Collaborate and coordinate with other agencies and key stakeholders

Participate in Regional User Group and similar meetings to share information and resources

Make tools, services, and resources available to partner agencies

Encourage partner agencies and stakeholders to adopt open standards for easy collaboration

Ready access to our data by others – and their data by us

4.2.2 Provide tools and resources that increase citizen and staff engagement and decrease staff demand

Provide a balanced application portfolio which addresses wide ranging user needs

Deploy easy to use web applications that are 'mobile first' and meet the needs of 90% of users

Design tools and applications which help our staff collect critical information from constituents

Engaged and informed citizens supported by simple applications

OUTCOMES & MEASURES

At least one Citizen Engagement application deployed for each agency

December 2019

Fully leveraged web GIS environment where all services are available on all devices from anywhere at any time

December 2020

SMEs in each department take responsibility for their data and online content

December 2021

Open standards based set of tools and data resources which can be fully leveraged

December 2021



5 Usability & Access

Provide exceptional user experiences by delivering well-designed, modern, and fluid resources across various devices and locations.

5.1 Improve security by implementing consistent and pervasive authentication experiences

5.1.1 Deploy a solution which provides a unique login for each user or entity

Integrate existing Active Directory stores and other identity stores using industry standard products

Implement a unified identity store across all applications and services

Audit existing security and access and minimize shared accounts and privileges

All users provided a 'Single Sign On' experience

5.1.2 Effectively protect applications and datasets

Implement and integrate industry standard Multi-Factor Authentication tools

Ensure proper security settings and permissions for all applications and datasets

Provide a seamless & secure access experience for Public Safety personnel on mobile devices

A highly secure & highly dependable application environment

5.2 Develop & deploy web and mobile apps that are focused, easy to use, current, and well-presented

5.2.1 Emphasize modern digital mapping, while simultaneously minimizing printed products

Deploy requested maps as web services with beautiful cartography that meets user needs

Leverage automation tools to deliver commonly accessed maps in an on-demand manner

Implement on-demand print/output tools for all web apps enabling dynamic PDF and print outputs

Increased portability and access to information; Reduced paper

5.2.2 Provide tools and resources that increase citizen and staff engagement and decrease demand on staff

Provide a balanced application portfolio which addresses wide ranging user needs

Deploy easy to use web applications that are 'mobile first' and meet the needs of 90% of users

Design tools and applications which help our staff collect critical information from constituents

Focused applications which support informed and engaged citizens

5.2.3 Develop, deploy, train, and leverage applications, online resources, and associated information for improved emergency preparedness & response

Public facing content focused on emergency preparedness (and response – if needed)

Robust application suite geared around supporting first responders during emergencies

Consistent framework for communication across and between allied agencies around emergencies

Prepared public & staff who can effectively react to emergencies

OUTCOMES & MEASURES

All users will have unique and pervasive credentials that leverages SSO & can be integrated with MFA solutions.

December 2019

A web portal integrated with agency websites where users can find everything they need in 3 Clicks or Less.

June 2019

Preparedness Portal which provides constituents with key information around emergency readiness

December 2020

Comprehensive data catalog where 90% of core agency datasets can be downloaded or directly connected to.

December 2020

6

Data Quality & Availability

Deliver consistent and accurate data to end users and constituents while continually working to improve quality and expand the reach of our datasets.



GIS STRATEGIC PLAN (2019-2021)

6.1

Provide useful, accurate, accessible, and consistently maintained data to users and constituents

6.1.1	Maintain data in its native and authoritative system	Establish and adhere to guidelines for where data is to be stored - consolidate data as needed	Provide direct access to data using web services and applications whenever possible	Implement distributed database technology that helps ensure continuous data access	High availability of authoritative data via standardized interfaces
6.1.2	Ensure data quality in all business systems through regular updates, and seamless integration	Leverage SMEs or TechLeads in departments for data quality and consistency review	Update data in siloed business systems from authoritative sources on a regular basis	Develop and maintain current and descriptive metadata for all data products	Consistent and accurate data exists in all business systems
6.1.3	Facilitate clean-up of core data sets	Clean up geometry and attributes in the Parcel Fabric and other core data sets	Perform analysis nightly to identify data quality issues	Utilize interns where possible for data review and update efforts	Accurate data sets in an established maintenance program
6.1.4	Minimize future errors by implementing quality control measures	Develop solid SOPs, workflows, and business processes to ensure consistency in editing	Utilize software functions to better manage edit sessions and ensure data quality	Implement Linear Referencing and Associated Fabric Classes for relevant data sets	Consistent, standard, and fully developed data meeting best practices

6.2

Leverage high quality data for informed, analytic-based decision making

6.2.1	Deploy customer-facing applications and web resources allowing users to quickly and clearly interact with data	Develop an understanding of customer needs for effective design	Leverage dashboards, modules, and standardized interfaces for users to visualize & analyze	Utilize COTS and OOB technologies that are matched with user skill level and needs	Modular, reusable, and effective tools inform decisions and breakdown silos
6.2.2	Improve access to data by implementing data portals, enterprise-level search tools, and other externally-facing transparency tools	Consolidate geospatial data, maps, and applications in one easy-to-use location	Integrate data and associated information into the County & Town's websites	Deploy an enterprise search tool which allows customers to easily and quickly find data & information	Easy access to authoritative datasets and information

OUTCOMES & MEASURES

Dashboards deployed for operations within the Public Safety and Public Works departments

December 2019

Enterprise Search functionality allowing constituents to find any information in 3 Clicks or Less

December 2020

An implemented Quality Control system resulting in 90% error reduction identified during nightly update scripts

December 2021

In all of the departments using GIS, a SME is maintaining departmental datasets

December 2021