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.
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.

<table>
<thead>
<tr>
<th>Core Services</th>
<th>Timely &amp; effective response</th>
<th>Life-Cycle Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>User Support &amp; Help Desk</td>
<td>Quality engagement experiences for users</td>
<td>Standardized and integrated</td>
</tr>
<tr>
<td></td>
<td>Work Order Management</td>
<td>Core Service Business Continuity</td>
</tr>
<tr>
<td></td>
<td>Self Help Portal</td>
<td>Disaster Response &amp; Recovery</td>
</tr>
<tr>
<td>Communications</td>
<td>Stable network and reliable fast internet</td>
<td>Data and network protection</td>
</tr>
<tr>
<td></td>
<td>Integrated voice, video, chat communications</td>
<td>Patches &amp; updates</td>
</tr>
<tr>
<td></td>
<td>Disaster ready communications systems</td>
<td>State &amp; Federal compliance</td>
</tr>
<tr>
<td></td>
<td>Interoperable radio communications</td>
<td>Security training &amp; education</td>
</tr>
<tr>
<td>Business Operations &amp; Applications</td>
<td>Devices: Laptop, Desktop, Tablet...</td>
<td>Beautiful, modern website</td>
</tr>
<tr>
<td></td>
<td>Project Management/Business Process improvement</td>
<td>Intuitive civic engagement opportunities</td>
</tr>
<tr>
<td></td>
<td>Industry standard application suites</td>
<td>Open and transparent government resources</td>
</tr>
<tr>
<td></td>
<td>System integration &amp; design</td>
<td>Highly leveraged GIS for storytelling</td>
</tr>
<tr>
<td>Training &amp; Education</td>
<td>TechResources Library</td>
<td>Information Technology</td>
</tr>
<tr>
<td></td>
<td>On-Boarding</td>
<td>Engaged &amp; Empowered Users</td>
</tr>
<tr>
<td></td>
<td>Professional development &amp; growth</td>
<td>Develop and maintain modern IT policies</td>
</tr>
<tr>
<td></td>
<td>Peer mentoring</td>
<td>Look toward and implement best practices</td>
</tr>
</tbody>
</table>

### STRATEGIC INITIATIVES

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

<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>Information Technology</th>
<th>Geographic Information Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Customer Success</td>
<td>Deploy and utilize technology which is transformative and empowers users to operate efficiently and effectively.</td>
<td>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.</td>
</tr>
<tr>
<td>2 Infrastructure &amp; Security</td>
<td>Perpetuate our existing technology investments through maintenance, upgrades, and life-cycle management.</td>
<td>Provide exceptional user experiences by delivering well-designed, modern, and fluid resources across various devices and locations.</td>
</tr>
<tr>
<td>3 Communications</td>
<td>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.</td>
<td>Deliver consistent and accurate data to end users and constituents while continually working to improve quality and expand the reach of our datasets.</td>
</tr>
</tbody>
</table>
## IT STRATEGIC PLAN (2019-2021)

**Mono County Information Technology**

### 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

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

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

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

### OUTCOMES & MEASURES

- **Important public meetings are live streamed and recorded via Granicus**
  - **December 2019**
- **70% of IT support resources are available in an online portal which reduces support requests by 30%**
  - **December 2019**
- **75% of transactions occur on eSignature platform instead of via paper**
  - **December 2020**
- **50% reduction in paper and printing costs across both organizations**
  - **December 2021**
IT STRATEGIC PLAN (2019-2021)
Mono County Information Technology

2     Infrastructure & Security

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
- High uptime with exceptional performance
- Enhanced emergency communication and situational awareness

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
- Informed and connected residents and visitors

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:

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.

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.
### 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

<table>
<thead>
<tr>
<th>4.1.1 Leverage TechLeads as liaisons who engage for effective utilization of GIS within each department</th>
<th>Effectively engage departments to better understand business processes and user needs</th>
<th>Help SMEs develop applications which improve citizen engagement and outreach</th>
<th>Foster the use of emerging technologies and opportunities that may improve business operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.2 Eliminate barriers-to-entry for users such that GIS is more accessible and easier to use</td>
<td>Maintain the GIS User Group for disseminating information and seeking feedback</td>
<td>Produce written and video documentation and tutorials for all critical systems and key processes</td>
<td>Instill a level of awareness around GIS capacity as part of employee on-boarding and training</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>4.2.1 Collaborate and coordinate with other agencies and key stakeholders</th>
<th>Participate in Regional User Group and similar meetings to share information and resources</th>
<th>Make tools, services, and resources available to partner agencies</th>
<th>Encourage partner agencies and stakeholders to adopt open standards for easy collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.2 Provide tools and resources that increase citizen and staff engagement and decrease staff demand</td>
<td>Provide a balanced application portfolio which addresses wide ranging user needs</td>
<td>Deploy easy to use web applications that are ‘mobile first’ and meet the needs of 90% of users</td>
<td>Design tools and applications which help our staff collect critical information from constituents</td>
</tr>
</tbody>
</table>

### 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
## 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

<table>
<thead>
<tr>
<th>5.1.1 Deploy a solution which provides a unique login for each user or entity</th>
<th>Integrate existing Active Directory stores and other identity stores using industry standard products</th>
<th>Implement a unified identity store across all applications and services</th>
<th>Audit existing security and access and minimize shared accounts and privileges</th>
<th>All users provided a ‘Single Sign On’ experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.2 Effectively protect applications and datasets</td>
<td>Implement and integrate industry standard Multi-Factor Authentication tools</td>
<td>Ensure proper security settings and permissions for all applications and datasets</td>
<td>Provide a seamless &amp; secure access experience for Public Safety personnel on mobile devices</td>
<td>A highly secure &amp; highly dependable application environment</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>5.2.1 Emphasize modern digital mapping, while simultaneously minimizing printed products</th>
<th>Deploy requested maps as web services with beautiful cartography that meets user needs</th>
<th>Leverage automation tools to deliver commonly accessed maps in an on-demand manner</th>
<th>Implement on-demand print/output tools for all web apps enabling dynamic PDF and print outputs</th>
<th>Increased portability and access to information; Reduced paper</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.2 Provide tools and resources that increase citizen and staff engagement and decrease demand on staff</td>
<td>Provide a balanced application portfolio which addresses wide ranging user needs</td>
<td>Deploy easy to use web applications that are ‘mobile first’ and meet the needs of 90% of users</td>
<td>Design tools and applications which help our staff collect critical information from constituents</td>
<td>Focused applications which support informed and engaged citizens</td>
</tr>
<tr>
<td>5.2.3 Develop, deploy, train, and leverage applications, online resources, and associated information for improved emergency preparedness &amp; response</td>
<td>Public facing content focused on emergency preparedness (and response – if needed)</td>
<td>Robust application suite geared around supporting first responders during emergencies</td>
<td>Consistent framework for communication across and between allied agencies around emergencies</td>
<td>Prepared public &amp; staff who can effectively react to emergencies</td>
</tr>
</tbody>
</table>

## OUTCOMES & MEASURES

- **December 2019**: All users will have unique and pervasive credentials that leverages SSO & can be integrated with MFA solutions.
- **June 2019**: A web portal integrated with agency websites where users can find everything they need in 3 Clicks or Less.
- **December 2020**: 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.
## 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.

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

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

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

<table>
<thead>
<tr>
<th>6.2.1 Deploy customer-facing applications and web resources allowing users to quickly and clearly interact with data</th>
<th>Develop an understanding of customer needs for effective design</th>
<th>Leverage dashboards, modules, and standardized interfaces for users to visualize &amp; analyze</th>
<th>Utilize COTS and OOB technologies that are matched with user skill level and needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.2 Improve access to data by implementing data portals, enterprise-level search tools, and other externally-facing transparency tools</td>
<td>Consolidate geospatial data, maps, and applications in one easy-to-use location</td>
<td>Integrate data and associated information into the County &amp; Town’s websites</td>
<td>Deploy an enterprise search tool which allows customers to easily and quickly find data &amp; information</td>
</tr>
</tbody>
</table>

**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