



INFORMATION TECHNOLOGY STRATEGIC PLAN

2022
to
2024

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

Trust

Respect

Teamwork

Continuous Improvement

Feedback Oriented

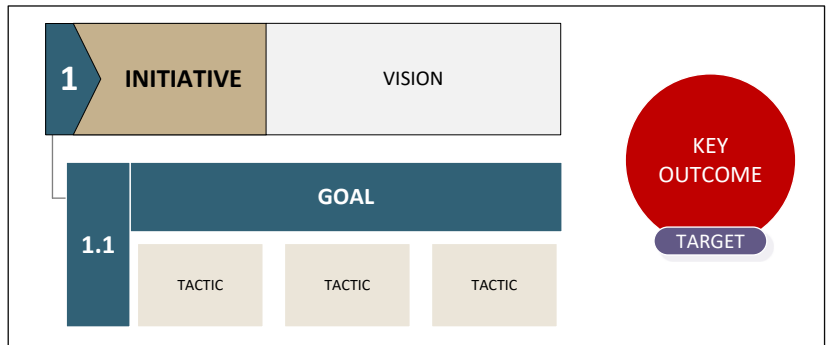
STRUCTURE OF THE PLAN

The 2022-2024 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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to
2024

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	2	Infrastructure	Life-Cycle Management
		Quality engagement experiences for users			Standardized and integrated
		Work Order Management			Core Service Business Continuity
		Self Help Portal			Disaster Response & Recovery
3	Communications	Stable network and reliable fast internet	4	Security & Compliance	Data and network protection
		Integrated voice, video, chat communications			Patches & updates
		Disaster ready communications systems			State & Federal compliance
		Interoperable radio communications			Security training & education
5	Business Operations & Applications	Devices: Laptop, Desktop, Tablet...	6	Technology for Public Engagement	Beautiful, modern website
		Project Management/Business Process improvement			Intuitive civic engagement opportunities
		Industry standard application suites			Open and transparent government resources
		System integration & design			Highly leveraged GIS for storytelling
7	Training & Education	TechResources Library	8	Policy, Practice & Leadership	Develop and maintain modern IT policies
		On-Boarding			Look toward and implement best practices
		Professional development & growth			Maintain awareness of emerging trends
		Peer mentoring			Innovation

STRATEGIC INITIATIVES

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

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	Security & Infrastructure	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	Systems, Applications, & Data	Leverage a compliment of enterprise platforms to develop, deploy, and support robust purpose-built applications which address actual staff and constituent needs. Implement with lower cost and higher speed. Democratize data ownership and management with the intention of improving data quality and access.
4	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.



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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.

Effectively introduce new staff to technology resources

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|-----|---|---|--|---|
| 1.1 | Engage and coordinate with TechLeads to understand technology uses and needs within each department | Develop and maintain a set of relevant training and reference resources to help acquaint new hires with technology being utilized | Ensure that employee technology needs are being met through periodic check-ins | Streamline new employee requests and associated technology needs through improved on-boarding systems |
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Provide high-quality customer service

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| 1.2 | Streamline the service request creation process and improve visibility into open requests for staff and departments | Increase access to IT staff via phone, chat, and drop-in office hours | Conduct annual Customer Satisfaction Surveys and hold debrief meetings focused on improving IT operations and processes | Improve support for First Responders and the Office of Emergency Management |
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Improve business processes through strategic technology investments and implementation

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| 1.3 | Pilot and showcase emerging technology offerings with the goal of improving operations | Review business processes to maximize effectiveness and efficiency – applying technology where appropriate | Employ a “Small Teams” approach to project management and delivery | Conduct business analysis and solicit input on pain points where training or technology could be applied for improved operations |
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Deliver effective training that improves awareness and capabilities of staff

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| 1.4 | Conduct workshops and “bootcamps” on key technology skills which deliver immediate value to the customer | Help departments develop on-boarding training for their key business systems and technology utilized | Leverage TechLeads to increase awareness around technology possibilities (including purpose-built applications) | Provide training and skills development resources that help staff better leverage technology to improve their work and gain efficiencies |
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Staff and train the Information Technology Department appropriately

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| 1.5 | Establish goals for each team member which increase the skills and knowledge necessary for advancement. Compensate appropriately. | Re-align roles and responsibilities and develop a mentorship program to grow skills and increase knowledge transfer | Develop capacity and knowledge to support a 24x7 hybrid workforce. Ensure adequate documentation exists for all critical systems | Continually evaluate the staffing needs of the department and organization as technology use patterns evolve |
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Deliver appropriate tools for emergency preparedness and response

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| 1.6 | Train and exercise to ensure that all IT staff have the knowledge and capacity to support emergency services technology | Maintain and utilize the EOC-in-a-box such that equipment is regularly updated and available for immediate deployment | Develop an efficient and consistent process for on-boarding emergency workers to applicable technology | Develop and make available on-demand training and documentation resources for the technology made available to emergency workers |
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> 90% Customer Satisfaction

Each Year

> 95% of Requests are resolved w/in SLA

Each Year

IT is fully integrated into emergency response

2023

IT Dept. is staffed at or better than current level

Each Year



2

Security & Infrastructure

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.

Protect personnel, data, and systems through effective knowledge, policy, and applied technology

- 2.1** Strengthen IT security preparedness and response capacity through additional in-house staffing and/or retained outside support
- Implement Zero Trust alongside best practice approaches to rights management, logging, and analytics
- Expand the utilization of Integrated Account Management and Multi-Factor Authentication to better protect individuals and data
- Perform regular stress tests on our people, networks, and systems through various targeted approaches

Provide technology which supports a secure modern workforce

- 2.2** Work to ensure that everyone accepts security as their responsibility through information sharing, training, and collaboration efforts
- Implement technologies which safeguard data while balancing productivity and remote work demands
- Safeguard endpoints through effective protection, monitoring, and management
- Continue to invest in technologies which allow for effective hybrid meetings and collaboration demands

Fully leverage the Cloud

- 2.3** Made adequate investments into network and internet resources which support high availability for online resources
- Shift on-premise storage of user and department files to OneDrive and SharePoint Online
- Off-load and/or co-locate critical systems onto cloud platforms when and where appropriate
- Develop comprehensive strategies which allow us to take full advantage of a hybrid infrastructure model

Effectively support and respond to incidents

- 2.4** Optimize cyber response efforts through development, exercise, debrief, and coordination with stakeholders
- Ensure adequate business continuity and disaster recovery plans exist for all lines of business
- Maintain and further develop our Security Playbook to ensure that adequate response plans exist for incidents
- Ensure all agency staff understand incident reporting protocols and IT staff understand incident response expectations

Addition of a dedicated cyber security position to the IT Department

2023

Business Continuity plans exist for all business lines

2023

All critical systems are hybridized or Cloud supported

2024

Every cyber incident is adequately responded to in a timely manner

Each Year



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3

Systems, Applications, & Data

Leverage a compliment of enterprise platforms to develop, deploy, and support robust, purpose-built applications which address actual staff and constituent needs. Implement with lower cost and higher speed. Democratize data ownership and management with the intention of improving data quality and access.

Deploy modern Enterprise tools that improve operations and support data-driven decision making

- 3.1** Evaluate each department's gaps, needs, and challenges relative to systems. Solve with integrated and comprehensive approaches that benefit all.
 - Leverage the modern Enterprise platforms of M365, Esri GIS, Laserfiche, and QuickBase to deploy effective solutions to the organizations
 - Implement an integrated Enterprise document recording and management solution which is available to staff and the public as appropriate
 - Integrate and consolidate disparate legacy systems in order to streamline business processes, breakdown data silos, & increase transparency

Evolve and support highly effective applications

- 3.2** Ensure new software adequately meets the business needs of users and is effectively supported once implemented
 - Leverage Low-Code and configurable solutions for application development whenever possible
 - Develop and/or acquire applications which support the variety of modern devices, form factors, and forms of connectivity
 - Train IT staff, TechLeads, and end-users in deployed tools and applications so they can efficiently perform their job duties
- Develop an integrated permitting, licensing, and land records management systems
 - Further develop an integrated set of internal operational apps targeting HR, Department Operations, Budgeting, and Performance
 - Build out the compliment of emergency response apps focused on incident response efforts, first responders, and affected populations
 - Support users in developing skills and expertise so that they may maintain and expand their use of modern enterprise systems

Improve engagement, interaction, and communication through online resources and tools

- 3.3** Refresh and improve agency websites and other digital media resources to effectively engage citizens in agency activities and decisions
 - Coordinate with PIO/webmaster to establish best practices which ensure effective maintenance of public information
 - Develop ADA compliant products with multiple language considerations
 - Maintain and improve internal, online employee resources

Deliver appropriate tools for emergency preparedness and response

- 3.4** Leverage existing technologies and templates to deliver effective internal and public systems for First Responders and emergency events
 - Design and deliver applications which are responsive to emerging needs
 - Deliver systems aimed at coordinating and streamlining evacuation and communication during critical events
 - Deploy applications which can be used for in-field data access, collection, and analysis

Prioritize data quality and integrity through training and technology

- 3.5** Work with TechLeads and SMEs to ensure proper ownership and maintenance of sites, pages, applications, data, and content
 - Support SMEs in managing their data with tools that prioritize quality control and quality analysis
 - Break down data silos through integrated systems and centralized authoritative datasets which are universally accessible
 - Prioritize organizational and operational transparency through accessible data and dashboards
- Support the development and assurance of quality standards and editing workflows for authoritative datasets
 - Further data transparency and public data access initiatives through more robust Open Data Portals

Full implementation of Laserfiche as System of Record
2024

Town permitting system operational in QuickBase
2023

Internal Operations apps are used by all departments
2024



4

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.

Maintain and make minor incremental improvements to the Countywide Public Safety Radio System

- 4.1** Make necessary life-cycle replacements and upgrades to mountaintop equipment and infrastructure to ensure its proper operation
- Implement remote monitoring (and management, where possible) technology to improve visibility into systems and address emerging issues
- Continue to work toward the implementation of LMR-LTE integration via FirstNet and/or other Push-to-Talk technologies
- Seek out appropriate and strategic site improvements which benefit the current and next generation radio systems (tower, vault, microwave, etc.)

Implement the County's next generation public safety radio system

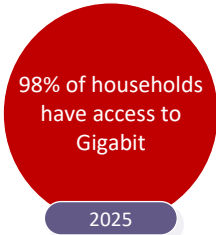
- 4.2** Evaluate the State CRIS network when it comes online to determine base functionality and coverage
- Make appropriate investments in additional mountaintop repeater sites which will be integrated into CRIS to fill coverage gaps
- Purchase subscriber radios which are compatible with the CRIS system and incrementally deploy them to County and Town users
- Develop a plan for County dispatch upgrade that includes equipment necessary to integrate with CRIS
- Coordinate with Sheriff and other impacted stakeholders during the cut-over to CRIS and new jail/dispatch facility
- Ensure proper implementation and integration of next generation companion technology which utilizes cellular networks
- Continue to engage allied First Responder agencies in collaborative solutions around governance and technology
- Standardize technology offerings from dispatch to vehicle to deliver effective information and improve field team safety

Effectively support communications infrastructure during critical events

- 4.3** Ensure that adequate IT staff knowledge and capacity exists to support implemented technologies for all lines of business
- Ensure that interoperability is at the forefront of any strategic decision made when implementing new communication technology
- Leverage and integrate broadband networks for critical system data and in support of additional voice service needs
- Provide viable redundant means of communication for all critical voice and data networks

Continually improve broadband, wireline, and wireless communication offerings in the county

- 4.4** Target Gigabit broadband deployment into remaining County priority areas
- Work with wireless providers to enhance coverage and ensure reliability
- Monitor and advocate for telecommunication quality of service through legislation, comments, and other similar means
- Advocate for redundant routes and resilient networks for all public facing communication systems



**BOARD OF SUPERVISORS
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Clerk of the Board*

**REGULAR MEETING of
March 1, 2022**

*Queenie Barnard
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Assistant Clerk of the Board*

**MINUTE ORDER
M22-044
Agenda Item 11D**

TO: Information Technology

SUBJECT: 2022 - 2024 Information Technology Strategic Plan

Action: Adopt the 2022 - 2024 Information Technology Strategic Plan

Peters motion. Duggan seconded.

Vote: 5 yes, 0 no

M22-044