INFORMATION TECHNOLOGY STRATEGIC PLAN

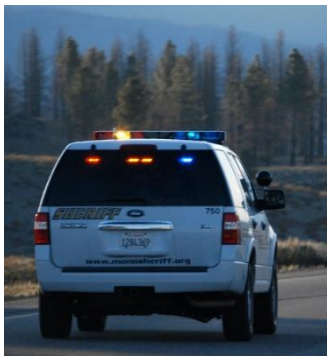
MONO COUNTY & TOWN OF MAMMOTH LAKES, CA

2015 – 2018

Adopted by Mono County on August 4, 2015
Adopted by Town of Mammoth Lakes on July 15, 2015

Our Mission:

Provide exceptional customer service by implementing technology that improves efficiency, empowers the workforce by ensuring dependability, accountability, and government transparency.



DIGITAL 395

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1. BACKGROUND AND INTRODUCTION

The challenges that lie ahead for Mono County and Town of Mammoth Lakes are significant. Like other California jurisdictions, budgets are tight and public expectations are high. Despite these realities, we work to set our agencies apart through long-term commitments to technology, coupled with our ability to implement high-value systems in quick order. Combined with talented staff, technology provides unique opportunities to solve complex problems in creative ways, more effectively manage information, and create efficient and cost effective ways of doing business.

The intent of this document is to indicate *why we do what we do*, and where we are headed in the next three to five years. The technology we implement is driven first by the business needs and objectives of the customers we support, and second by a desire to ensure the trajectory of the organization has the necessary foundation to operate. Our intent is to fully understand where we are going as agencies, and anticipate the technology necessary to ensure stability and vitality as we work to get there.

Information Technology: Department Overview

Information Technology truly began in Mono County in 2000 with the formation of a dedicated internal department. Prior to this time, the County employed two technicians who were supervised by the Auditor/Controller, in addition to retaining an outside contractor who maintained the Mainframe systems.

In 2000, the County lacked a unified network, centralized storage, common phone and email system, backups, security policies, or even enough desktop PCs to justify an entire department. The changes that occurred between 2000 and 2005 were significant, with nearly all of the above mentioned systems and technologies being implemented for the first time.

Though the Town of Mammoth Lakes had a slightly more mature IT setting between 2000 and 2005, technology became stale quickly as it was not budgeted for nor maintained. Issues existed in the areas of compliance (with respect to unlicensed software being installed on Town computers), out of date operating systems and software packages, and failing desktops and servers which had to be attended to regularly. This changed in 2013 when the Town of Mammoth signed a professional services agreement with Mono County to provide IT services for the agency.

In 2015, the IT Department (herein referred to as IT) is responsible for the management, oversight, coordination, and planning of core technology, data, and communications infrastructure for Mono County and the Town of Mammoth Lakes at over 25 facilities/sites. Our staff manages and maintains over 80 servers, on four networks with all complementary technology (including routers, firewalls, switches, and data storage devices) in order to deliver high quality computing services and support communication needs for our staff. In addition to the primary Town and County networks, IT maintains all aspects of the Mono County Sheriff's Department and Mammoth Lakes Police Department systems. Additionally, the IT Department oversees the development and maintenance of the County and Town's Federated Geographic Information System (GIS), including implementation and maintenance of hardware and software, application development, maintenance of nearly one hundred data sets, and end-user support.

The Department has two prime Divisions: Technology Services and Geographic Information Systems (GIS). Both teams focus on leveraging modern, industry standard technologies to offer Best Practice solutions to a variety of business processes. All Information Technology staff strive to implement innovative technological solutions that reduce organizational cost, improve service delivery to our constituents, and provide access to information.

2. STRATEGIC VISIONING

Mono County embarked on an organization-wide Strategic Planning efforts in 2013. In addition to this effort, several departments began their own focused Strategic Planning process, including IT. Though the IT Department had come a long way over the past ten-plus years, much of the growth was without a commonly defined or understood direction. Simply put, efforts lacked an understanding of *Who* or *What* we wanted to be, and were ad-hoc in nature.

The modern day adage in government is "doing more with less." While the concept is necessary, realizing success under this requires a solid technologic foundation. The only certain way to increase efficiency is to eliminate redundancy, provide better access to information, and ensure that the workforce has the resources and training necessary to perform under demanding conditions. In short, in the world of technology, we need to

Operate smarter, adopt seamlessly, and adapt quickly.

Our Process

The IT Department Strategic Planning process began with a technology assessment within each department, and a look at the organization as a whole. This was achieved by outreaching a simple Needs Assessment questionnaire to every department head, as well as all IT Department staff.

The questionnaire inquired about where technology is used effectively, and where it is missing the mark. Staff were asked about their biggest challenges, anticipated opportunities in the coming years, and more pointedly about what specific projects or technologies their department would implement if money were not an object.

The results of the questionnaire were reviewed and summarized by IT staff, and from them a comprehensive view of the organization was established. We used common themes to develop general statements regarding strengths and weakness, as well as key focus areas. Finally, we utilized the projects and goals expressed by staff and departments as a jumping off point to develop our ***Key Initiatives*** for the next several years (which are covered in Section 3).

Departmental Vision

To provide exceptional customer service through developing positive relationships with our customers

To deliver timely, precise, and complete support that is consistent with technology industry standards

To utilize appropriate tools and establish a reliable, modern infrastructure supporting business needs

To remain ambitious, be the best in the technology industry, and set an example for others to follow

To maintain and enhance our knowledge and skills through continued education, and provide expertise as guidance in technology decision making for the organization

To recognize the importance of geography and provide information and systems which help better connect staff and constituents to the County for improved decision making

Departmental Values

HIGH QUALITY SUPPORT

Be knowledgeable of infrastructure, capable of communicating effectively, understanding of user's needs, and focused on producing positive outcomes that benefit the organization.

INDUSTRY LEADERSHIP

Implement appropriate technology in a Best Practices manner that solves real problems and can be looked toward as an example by other agencies and organizations.

TIME EFFICIENT & COST SENSITIVE

Capitalize on technology and training to find more efficient ways to operate, cut costs, and produce increasingly higher value, while being mindful of budgetary constraints.

HONESTY & PRIDE

Be honest and lawful in licensing and software use, take pride in our work, and develop open and quality relationships with everyone with whom we work.

EMBRACE & DRIVE CHANGE

Be passionate about what we do, open to and excited about change, and determined to find new and better ways to do business.

POSITIVE WORK ENVIRONMENT

Be humble, patient, understanding, and compassionate while building tight knit relationships with fellow team members.

Departmental Goals & Objectives

2014-2016 Goals

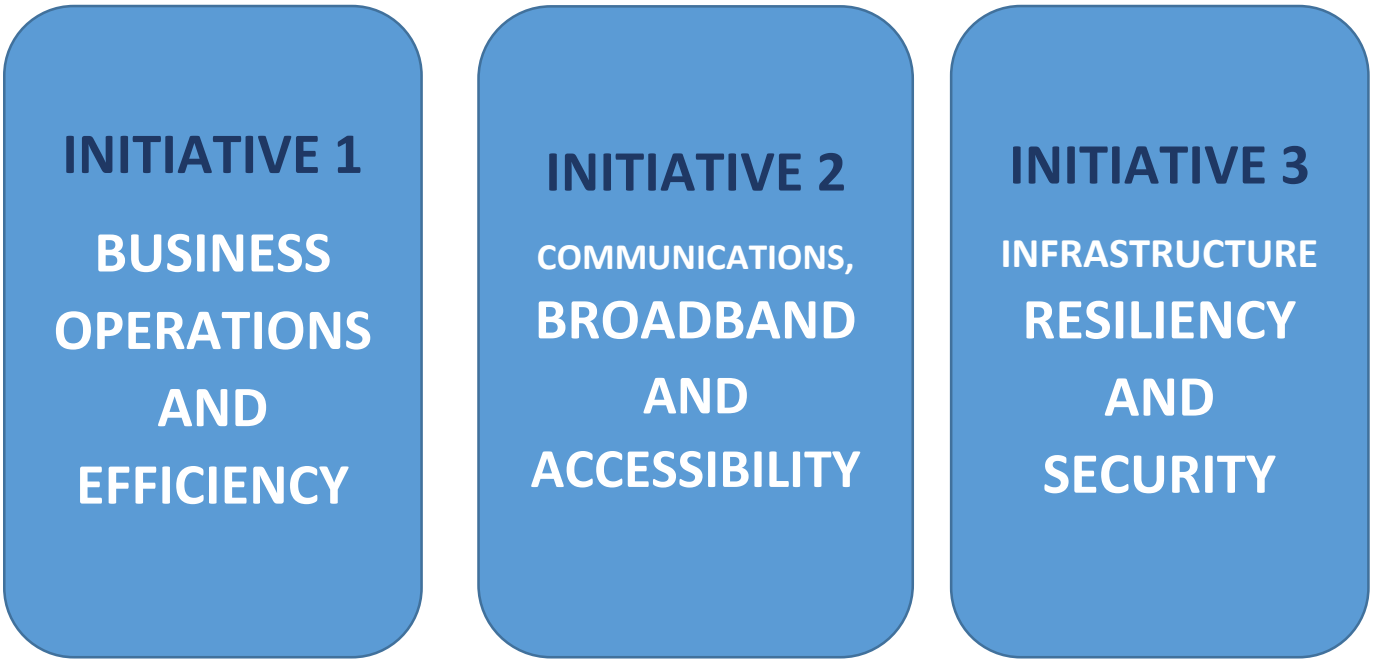
Goal #	Goal	Status
1	Review and update IT Governance Policies & Procedures	Complete
2	Improve customer service & end-user experience	Complete
3	Establish a Project Management program for effective tracking, prioritization, & planning	Complete
4	Complete the first ever Information Technology Strategic Plan	Complete
5	Implement government transparency using Granicus or similar application suite	Complete
6	Increase physical and digital security for our networks and systems	In Process
7	Improve backup and data recovery systems and develop a Disaster Recovery Plan	In Process
8	Implement Digital 395 at all County facilities, joining technology and staff to our network	Complete
9	Improve technology asset tracking and develop a technology replacement program	Complete
10	Upgrade finance system and implement an electronic timesheet system	In Process
11	Improve video conferencing, remote meetings functionality, and other alternate modes of communication	In Process
12	Increase efficiency, availability, response time, and project focus by enabling staff to work from alternative locations	In Process
13	Consolidate data and better organize the file system across network drives	In Process
14	Provide high quality training for Town and County staff aimed at appropriate use of technology	Not Started
15	Implement technology effectively into the Emergency Operation Centers	In Process

Longer Term Goals

Goal #	Goal	Status
16	Improve user experience and increase access to information through portals, web, etc.	In Process
17	Convert phone systems to VoIP to increase functionality and reduce costs	In Process
18	Implement Mobile Data Terminals in emergency service vehicles and modernize Law/EMS IT	In Process
19	Upgrade Law/EMS radio systems to increase stability and resiliency	In Process
20	Increase physical security of sites with proximity locks, cameras, and monitoring systems	In Process
21	Continue with and expand upon collaborative efforts with the Town of Mammoth Lakes (and other agencies, where applicable)	In Process
22	Continue to invest in GIS including: 1. Development and maintenance of key datasets 2. Advancement of transportation and asset related data 3. Parcel management 4. Leveraging web resources and functionality for information access	In Process
23	Increase system consolidation, moving away from many systems to fewer platforms that provide an improved user experience that is easier to maintain	In Process
24	Look for further service efficiencies in systems and business processes across County department and within the Town of Mammoth Lakes	In Process
25	Modernize the workforce to leverage mobile solutions and realize benefits of alternate methods of doing business	In Process

3. STRATEGIC DIRECTION & KEY INITIATIVES

The context for our future can be looked at as our Strategic Direction, and our Key Initiatives serve as the method by which we achieve success. These Key Initiatives are intended to be holistic categorizations which define the core values of the organization when it comes to technology and business operations. While goals and associated projects will get completed as time goes on, the initiatives carry forward and ultimately encapsulate new goals and priorities over time.



INITIATIVE 1:

BUSINESS OPERATIONS and EFFICIENCY

DEFINITION

A high functioning organization is built upon sound business operation principles which facilitate accomplishing everyday tasks in an efficient and accurate manner. Given the demand of today's society, and the resulting impact on our workforce, it is imperative that we leverage technology effectively and fully.

This initiative ensures that our staff and the communities we serve have access to the best available technology, implemented in a thoughtful and effective manner.

GOAL

Streamline business operations through improved policies and procedures that target the utilization of modern systems, with an engaged and well trained workforce focused on efficiency and transparency.

Objective	Opportunities	Potential Result	Associated IT Goals	Target
1.1	Consolidate and centralize systems by leveraging modern applications that reduce duplicative processes, reliance on paper, and improve staff efficiency.	Implementation of relevant policies and procedures which leverage current and future technology to improve the way we do business.	1, 2, 3, 4, 6, 9, 10, 12, 13	2015
1.2	Improve technologic knowledge and capacity among staff through training programs and interview processes.	Improved understanding of systems, functionality, and ability to leverage technology effectively and appropriately.	14, 25	2016
1.3	Pursue collaborative approaches and solutions with other agencies and organizations.	Consolidation of infrastructure, facilities, and staff where redundancies exist.	21, 22, 23, 24	2018
1.4	Develop and empower mobility within the workforce and general public.	Greater access to information. Utilization of modern technology to improve efficiency.	16, 18, 22, 25	2016
1.5	Improve law & EMS agencies access and use of technology.	Improved response times. Improved stability, reliability, and usability of key technologies.	15, 19	2017
1.6	Continue to invest in GIS	Increased access to information. Better informed staff and populace.	22	Ongoing

INITIATIVE 2:

COMMUNICATIONS, BROADBAND, and ACCESSIBILITY

DEFINITION

Communication is the lifeblood of our world. Whether ensuring that our workforce can effectively connect with one another, or that communities have adequate telephone and broadband, this infrastructure is critical. Access to information is not possible with modern communication networks, and this initiative prioritizes them.

GOAL

Reduce costs associated with infrastructure, vehicle trips, and staff time while improving communication between staff and the general public.

Objective	Opportunities	Potential Result	Associated IT Goals	Target
2.1	Leverage Digital 395 to improve network connectivity and broadband accessibility for personnel at all County and Town facilities.	• Improved connectivity between County sites • Increased broadband speeds • Savings of approximately $25k annually	8	2015
2.2	Install VoIP phones; move to modern dial-tone service and phone system.	Inclusion of satellite offices on County phone system; Unified Communications functionality.	17	2016
2.3	Expand and better utilize video conference technology at the desktop and in meeting rooms.	Improve employee face time in remote locations; Reduce vehicle trips and fuel consumption.	11, 25	2016
2.4	Implement technology to improve public access to local government and improve outreach and connection opportunities.	Better informed communities and public. Improved connection to government and resources.	5	2016
2.5	Maintain and improve upon existing County radio system.	Improved communications for public safety personnel.	19	2017
2.6	Seek out business and economic development opportunities based on Digital 395 infrastructure.	Diversified economic base for Mono County and Town of Mammoth Lakes.	8, 21	2017

INITIATIVE 3:

INFRASTRUCTURE RESILIENCY and SECURITY

DEFINITION

Our organizations utilize technology every day to perform regular job duties. Our workforce needs assurances that these resources are dependable and secure. Systems need to function without interruption, be present during emergency situations, and capable of handling data in a secure manner.

GOAL

Implement technology according to industry standards and in an Enterprise fashion, enabling our workforce to perform their jobs while simultaneously providing safeguards around data integrity and security.

Objective	Opportunities	Potential Result	Associated IT Goals	Target
3.1	Maintain a modern network with Industry Standard hardware allowing for the current demands and use cases.	A system on which staff can easily access information and work from a variety of locations in a reliable manner.	Multiple	2015
3.2	Improve data storage, retention, and recovery systems.	Assurances regarding data integrity, compliance with security and data protection standards, and capacity for disaster recovery.	7, 13	2016
3.3	Establish dedicated technology funding streams which can be built up and carried over in order to ensure modern technology and bridge strained budgetary times.	Ensuring staff have access to current technology that is dependable and enables them to effectively do their job. Controls costs and ensures standardization in technology.	9	2016
3.4	Improve physical and digital security.	More resilient and reliable workplace.	20	2016

4. TECHNOLOGY USE AND ADOPTION

Success in local government is defined by effectively serving our constituents. Leveraging technology is critical in order to meet the ever increasing demand on information access, high performing government, improved service delivery, and cost reduction. Mono County and the Town of Mammoth Lakes look at technology implementation on an organization-wide (or *Enterprise*) level in order to realize maximum benefit and value.

Technology decisions and implementations at Mono County and the Town of Mammoth Lakes are tied to business processes. Effective implementations should solve real issues, streamline workflows, and reduce costs in either time or money. Though funding is not endless, cutting corners on technology implementations costs time, limits effectiveness, and squanders opportunities. Committing to technology requires an investment, and the value of spending money on the right product is sometimes better measured in productivity than real dollars.

Below are just a few examples of Enterprise focused technology programs aimed at improving efficiency in how we do business.

Infrastructure Replacement Program (IRP)

A successful workforce is contingent upon modern and functional equipment matched with the work that staff perform. In response to a degrading PC resource in both agencies, an Infrastructure Replacement Program was established in 2014. Success of the program is tied to establishing a dedicated technology fund which allows IT to replace equipment as it reaches end of life. Money is contributed annually to the fund based on life-expectancy of infrastructure, rather than at the whim of individual departmental budgets.

Software Maintenance & Upkeep

Like PCs, having access to current versions of software is critical for an efficient workforce. To achieve this, software versions are kept current within a maximum of two release versions back (e.g. if Microsoft Office 2013 is the current version, no version earlier than 2007 should be used). With so many and frequent changes occurring in software, paying maintenance and leveraging software assurance is the best way to keep current.

Mobility

The rapid adoption of smartphones and tablets, coupled with cellular networks capable of providing high-speed Internet access, has created the expectation of information at our fingertips. As government agencies, responding to this demand is a necessity, not a luxury. Embracing mobility requires leveraging, developing, and deploying tools and resources to our staff so they can stay connected and work on the go. It also demands that public facing resources and information are designed around a 'mobile first' mindset.

Device utilization in the workplace is equally important. There are two clear approaches to support mobile devices within the workplace: (a) Agency purchased and owned; and (b) Bring Your Own Device (BYOD). A successful mobile environment is contingent upon clear policies and a consistent understanding with respect to device usage. This helps to ensure that both users and the agencies experiences are successful, secure, smart, and seamless.

Other aspects of a successful mobile Enterprise include:

- Cloud-enabled and supported data storage alternatives
- Remote access to agency data and network resources
- Mobile friendly applications, websites, and resources including Open Data portals and dashboards
- Desktop and device supported video conferencing ability
- A *single owner* of mobility within the organization
- A willingness to adapt, change, and evolve based on customer demands and technology advances

Broadband

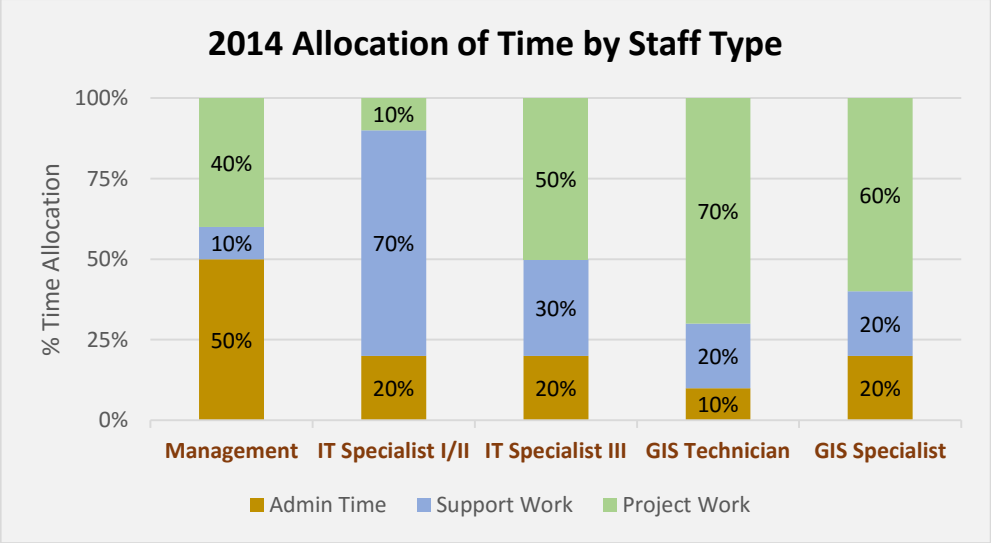
The Eastern Sierra is blessed with a state of the art, high-capacity, and openly operated fiber optic network called Digital 395. This resource not only removes barriers to accessing more bandwidth than this region could ever demand, but also creates endless opportunities which are limited only by our creativity.

For Mono County and the Town of Mammoth Lakes, Digital 395 offers the ability to connect every one of our facilities (and therefore employees) to our network and associated resources. This improves communication opportunities, access to information, reduces operational cost, and solves redundancy and resiliency issues.

The economic development potential associated with this network should also not be overlooked by the agencies. The opportunity to diversify our economic base from recreation will increase the stability of the region as a whole.

5. STAFFING

The demand for technology from agency staff and constituents translates directly to increased demand on IT staff's time. The resulting quandary is a balancing act teetering between reactive and proactive states of operation. Maintaining a balance that favors forward progress requires proper staffing with individuals who are self-motivated, excel at customer service and user support, and truly understand and are able to implement technology effectively.



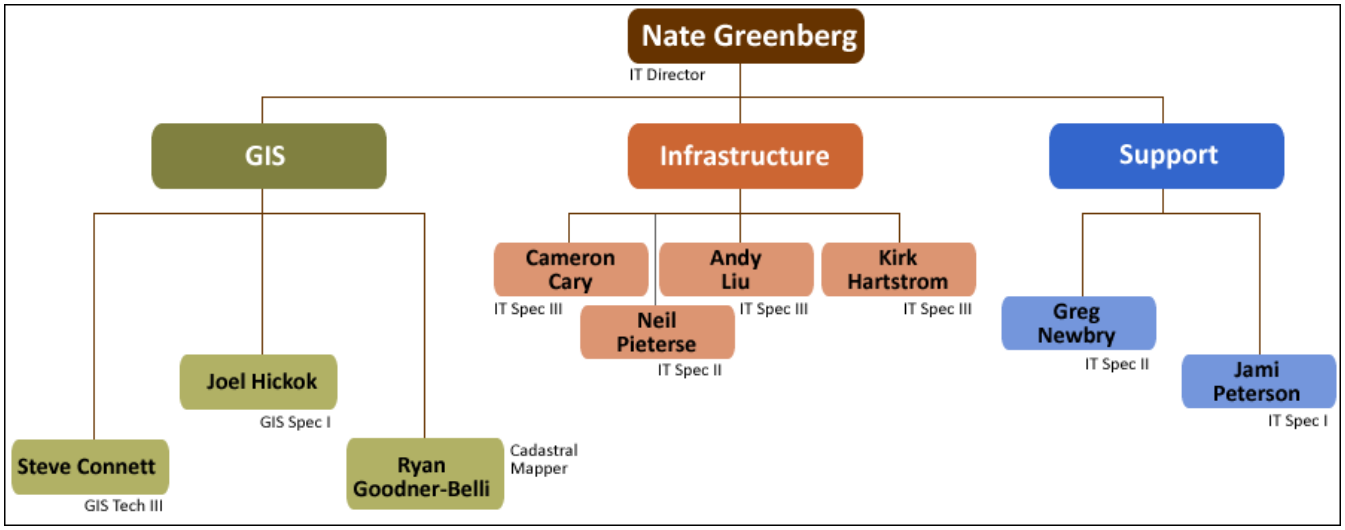
Keeping everyday systems running while still committing time and resources to accomplishing projects and implementing new technology takes care, foresight, and ultimately patience. It is truly difficult to get it all done with such a small team, but we are committed to providing the best service possible with the capacity we currently have.

Departmental Structure and Career Pathways

The 2015 IT Department structure is flat with no reporting verticals. IT staff are classified into the two broad categories of Technicians and Specialists. Within these classifications are three tiers – I, II, and III based on seniority and experience. Though the Specialist III position is technically supervisory in nature, none of the staff occupying those positions currently have any management responsibilities.

As with any small department, everyone is required to be a 'jack of all trades' and know how to support a wide range of infrastructure, applications, and staff. While expecting this from staff does provides coverage and backup, it does not necessarily translate to having depth in multiple knowledge areas, nor clear advancement opportunities.

Alleviating the issue of a flat structure is one of the key focus areas for the next three years with the ultimate goal of a slightly more stratified structure, via a reorganization effort. Ultimately, refining the Specialist series job descriptions to more accurately reflect the areas that these individuals work in (such as System Administration, Network Administration, Communications, etc.) will not only offer new opportunities for existing staff, but also allow for a small management structure and career ladders to be put in place.



IT Department organization chart, as of June 2015.

Employee Retention and Recruitment

Mono County and the Town of Mammoth Lakes offer incredible *quality of life* opportunities for our workforce. While time demands are high, the overall pressure and stress level within the organizations is low when compared to technology jobs in more urban environments. Matched with competitive pay scales, modern infrastructure, and a commitment to technology, both agencies offer great employment opportunities within IT.

Finding the right staff who not only fit into the team but can also appreciate the lifestyle of living in a mountain community is not always easy. And retaining quality employees can be equally challenging.

Recruitment and retention are linked with the common thread of opportunity for learning, growth, and advancement. Ensuring that we can attract the best candidates and keep them on our team requires diverse and graduated jobs which staff can grow into over time.

Training and Customer Care

Information Technology is an *Internal Services Department* that is primarily focused on providing high quality tools and services to our staff. In order to fully capitalize on the investments of technology, it is imperative that our workforce is adequately trained on the use of technology.

As the demand for technology increases, so does the demand on our staff to understand its potential and know how to use it best. As a department, it is our responsibility to:

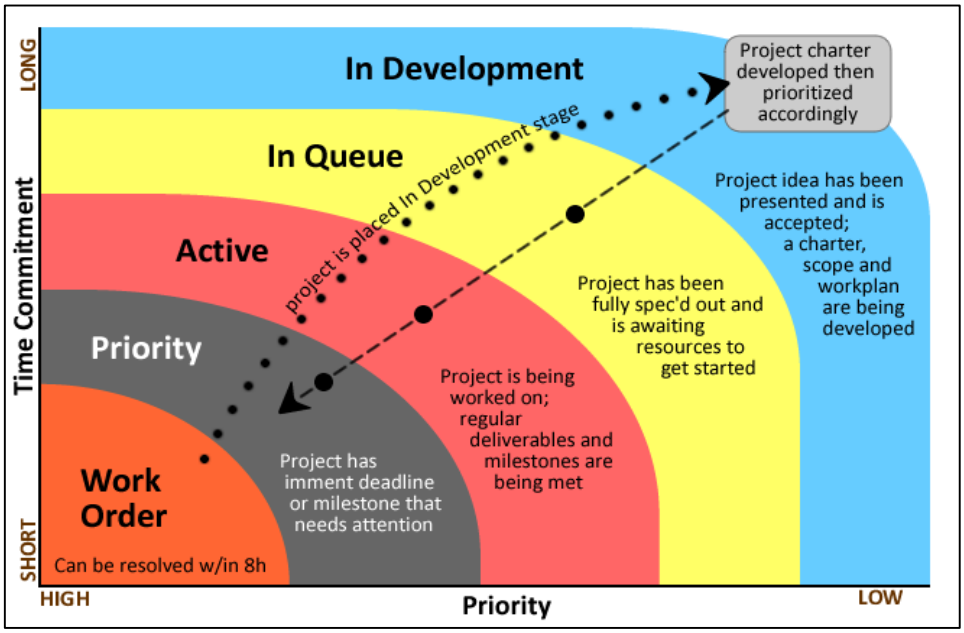
- Demonstrate and promote Best Practices by deploying technology efficiently and effectively
- Educate our workforce and continually expose them to better ways of utilizing technology
- Promote recruitment of new employees who realize and can effectively utilize technology

6. PLANNING and PRIORITIZATION : WORK ORDER vs PROJECT BALANCE

With over 100 currently identified projects thousands of hours anticipated to complete them, having a strategic plan will help focus and identify priorities. Time management for IT staff is critically important, and project management is a skillset that everyone must develop and utilize.

While effective project management begins at the individual level, adequate project portfolio oversight is best accomplished by a single person or small team. Implementing and utilizing project management software is key to help us track priorities, deliverables, timelines, and responsibilities, but is not a substitute for constant oversight and management.

The biggest struggle that our team is faced with is evaluating, continually reviewing, and refining the way that we take on and manage requests for support (work orders) and larger effort within our existing structure. As it has been stated, getting it all done is a challenge and balancing act, and finding the best way to divide staff's time between reactive work orders, and proactive projects requires a clear understanding and buy-in to strategies, priorities, and value.



A draft diagram showing workflow logic surrounding the conversion of a Work Order to a Project with associated escalation needs.

Currently, the differentiation between a Work Order and Project is mostly based on how it was brought forward to IT. Going forward, however, it will be necessary to better establish protocols and policies which help evaluate the 'Tipping Point' between Projects and Work Orders and help us more effectively escalate or de-escalate each one while working on it as part of the overall work queue.

Over the next several years, IT intends to further develop a Project Management Office (PMO) which will leverage skillsets of key staff members, and further develop how we prioritize and implement projects to be more in line with our strategic plan. Success in this area requires an in-depth understanding of the business value of the work we do, and ability better connect customers with technology by more fully realizing their needs.

7. KEYS TO SUCCESS

Quantifying success in the world of Information Technology is not always easy. Typically, if technology is working well, little conversation takes place. Unfortunately, the times we hear most about technology is when it fails and requires attention.

We see success in the form of an educated, technology aware workforce who realize the value IT has on their daily work lives, are able to leverage it in order to perform their work duties more efficiently, and communicate the value effectively.

Staff Resources

There is definitely no magic way to determine the appropriate level of staffing necessary for a successful technologic enterprise. Depending on the organization and extent that technology is leveraged, however, it is typical to see 3%-7% of the total employee population situated in IT within the government sphere[1].

2015 IT staffing levels within are adequate for the time being. However, we are stretched thin, making the deployment of new technology (while also ensuring adequate maintenance of existing infrastructure) challenging and slow.

Breakdown Silos: Improve Communication and Understanding

As technology becomes increasingly more common within the workplace, so does the importance of consistency, consolidation, collaboration, cooperation, and communication. Silos exist in both the theoretical and technical sense throughout the organizations – ranging from individuals and departments who do not collaborate to databases and systems which do not interface.

Breaking down silos in IT requires a comprehensive understanding of technology and a solid grasp on the subject matter to which it is being applied. Implementing technology without a solid understanding of the business value further separates it from the users who stand to benefit. Conversely, subject matter experts rarely seek out technologic solutions to everyday business needs and often squander opportunities for increase efficiency.

[1] Jamie Guevara, et. al., "Gartner IT Key Metrics Data 2012: IT Enterprise Summary Report," *Gartner Research Notes* (RN# G00226792).

Budget, Buy-In, and Leadership

The reality of implementing and maintaining a modern technologic environment is that it takes money. Not only is adequate budget important at the time of initial investment, but a long-term commitment to maintenance is of equal importance. Having access to the budget necessary to keep systems running is critical to ensuring our staff have the resources they need. Ensuring stability in funding, however, is tied equally to performance management and demonstrating value to the executive management team and elected officials.

Industry standards show that most successful local government agencies dedicate about 4% of their annual budget toward technology.

- Gartner IT Key Metrics, 2012 [2]

Additionally, having an executive management team and set of elected officials who understand and are committed to technology is of significant importance.

To more fully engage technology conversations within the agency, it is our intent to form an IT Steering Committee consisting of key stakeholders from both agencies who can help think strategically around IT, and ensure the direction of the IT department is in line with the vision of the organization.

Governance, Policy, and Strategic Initiatives

The importance of IT governance (including current and effective policies) is critically important for a small department to operate effectively and ensure a positive experience for our users. Having appropriate policies which define how and why we conduct business is equally important to ensure that IT staff and the users we support know the boundaries and expectations surrounding the use of technology.

Policies should be reviewed and updated on a schedule that is similar to the strategic planning timeline as technology changes rapidly and requires responsive reaction for adequate governance.

Connecting the IT Strategic Plan back to each organization's strategic plan or direction is also important to ensure that the department is committing energy in the areas that will have the greatest organizational impact. Below are the cross connections to both the Mono County and Town of Mammoth Lakes strategic initiatives:

Town of Mammoth Lakes Connections

Strategy	Methods	IT Initiative(s)
Enhance Municipal Capacity	New functional Financial system	**I1. Business Operations and Efficiency**
	Updated Granicus/Council Chamber technology	**I2. Communications, Broadband, and Accessibility**
Diversify Economic Development	Be a Gigabit community	**I2. Communications, Broadband, and Accessibility**
	Aggressive implementation of Digital 395	
	Realization of Tech/Place integration strategy	

[2] Jamie Guevara, et. al., "Gartner IT Key Metrics Data 2012: IT Enterprise Summary Report," *Gartner Research Notes* (RN# G00226792).

Mono County Connections

Strategic Direction	Methods	Measurements	Priorities	IT Initiative(s)
I. Promote a Strong Diverse Economy	Invest in 21st Century infrastructure	Gigabit communities	IA. Implement business retention and expansion survey/plan	**I2. Communications, Broadband, and Accessibility**
	Provide stronger customer service for business	Increased number of home-based businesses, year-round businesses, and start-ups	ID. Participate in region-wide discussions to complete Last Mile connectivity to all communities and establish a Gigabyte region/brand	
	Develop and broaden economic sectors			
III. Understand and Address Community Needs	Increase web traffic to County pages	Establishing stronger Social Media presence	IIIA. Develop a civic engagement plan a. Increase gov't communication, enhance communication & trust	**I1. Business Operations and Efficiency** **I2. Communications, Broadband, and Accessibility**
	More attendance at County meetings	Increasing Civic engagement		
V. Embrace and Reward Innovation	Better County service systems	Becoming a national recognized model of local government with high quality services, innovation, and pro-activity	VC. Develop (leadership) training institute …	**I1. Business Operations and Efficiency** **I3. Infrastructure Resiliency and Security**
	Less silo'd departments			
VI. Effective Use of Resources	Enhance use of technology for service provision	Cost reduction & elimination of redundancy	VIB. Explore opportunities for eliminating redundancy and streamlining processes	**I1. Business Operations and Efficiency**

Critical Success Factors and Key Performance Indicators

Critical Success Factor	Key Performance Indicator
A. Buy-in from key decision makers	• Technology competency • Looking toward technologic solutions to everyday business needs • Participation on IT Steering Committee
B. Sufficient funding and labor resources	• Commitment of 4-7% of overall operating budget to IT • Staffing levels of 5-7% based on organization employee count
C. IT business partnership & trust	• IT engagement in discussions business & operation decisions • Recognition that IT is a Change Agent and part of Process Improvement
D. Clearly communicated business benefits	• Business process redesign centered around automation and efficiency • Articulated and defendable ROI for technology investment
E. Service and solution delivery	• Better access to data and information • Data driven methods and metrics • Performance based budgeting and realized value through cost savings/efficiencies