



**NEVADA
COUNTY**
CALIFORNIA

**Information &
General Services**

INFORMATION SYSTEMS STRATEGIC PLAN

2023-2025



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Executive Summary



The shift to remote work in 2020 fueled a need to examine and improve upon the strength of county workforces and cybersecurity. Federal funding opportunities that emerged in response to the pandemic have boosted investment in broadband and the need to innovate quickly has driven the creation of new interdepartmental and public-private partnerships.

The Information Systems (IS) Department provides County of Nevada departments with a full suite of technologies and IT services. With roughly 29 staff, the IS budget of just over \$8,000,000 supports more than 900 employees and 100 contractors in their mission to support our community. The IS departments staffing level is less than half of industry standards and yet the department provides effective services reflecting the high level of efficiency and competency each IS staff member brings to the table.

Year over year, Information Systems recognizes increasing dependency of all County departments, elected offices and contractors on IT systems to provide the most basic of services and functionality. IS recognizes its fundamental role accomplishing the Board of Supervisors long standing objective to prioritize and maintain Core Services while supporting the technical infrastructure county staff need as they accomplish all other objectives set by the Board.

Service to our organization is a top priority represented throughout our plan and is reflected in our focus on maintaining fundamental services such as Internet connectivity, individual technical support as well as business software support.

In 2022 a comprehensive IT satisfaction and value survey was conducted for the third year in a row. This third party administered survey enables the IS department to ensure that it aligns with County department expectations. This year the survey showed that IS's value was unchanged from past years with overall satisfaction holding at 79%. This score places the County of Nevada in the top 15% of hundreds of other local government IS departments surveyed by InfoTech Research Group. Our target goal for the next three years is to see this satisfaction rate increase to 85%, establishing the County of Nevada as a leader among its peers.

The County enterprise technology environment is poised to be successful in implementing this strategy by utilizing the systems, staff, resources and relationships with County leadership to identify and execute around this plan. Working together with other County Leaders, we can prioritize and allocate our resources to meet our organizations' IT needs building highly efficient, citizen-focused, and effective local government.

Sincerely,

Steve Monaghan
Chief Information Officer

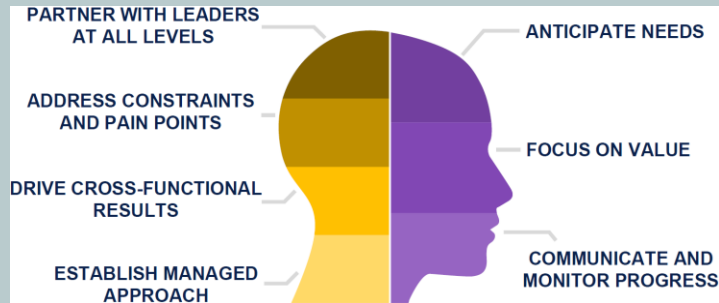
IS Culture and Values

Information Systems adheres to the Information and General Services (IGS) Behavior and Culture Values. These values guide the behavior of employees within the agency and shape the foundation for IGS Departments to become healthy, effective, and high performing.

Staff engagement in developing and maturing the IGS Behavior and Cultural standards has led to the following three focus areas: Integrity and Ethics, Service, and Commitment. These standards ensure alignment within the IS department teams as they focus on obtaining the objectives set forth in our 2023-2025 Strategic Plan.



The IS department measures the saturation of the IGS values by metrics obtained through a customer satisfaction survey conducted by the Info-Tech Research Group in April 2022 as well as results from the County of Nevada, National Employee Survey (NES) which compares employee satisfaction rates with results from local governments across the United States.



Strategic Plan Objectives Overview

The 2023-2025 Strategic Plan includes five focus areas designed to guide the prioritization of IS resources in support of other departments' major business technology innovation and Information Technology projects over the next three years. The following focus areas emerged from recent survey data, the developing needs landscape, department requests and input from subject matter experts.

- Business Intelligence
- Process Improvement
- Communications and Engagement
- Information Security
- Operational Excellence

Recognizing the dynamic environment that exists in our rapidly changing world, IS expects that focus areas will change from year to year as business needs, staff resources, and funding sources change and evolve. While this plan covers a three-year horizon, focus areas will be reviewed annually to reflect ongoing changes as new objectives are added, existing projects are modified and completed projects provide results.

Stakeholder Voice: Metrics from a recent organization wide customer satisfaction survey conducted by the Info-Tech Research Group in April 2022 and an employee survey conducted by the National Research Center at the end of 2021 are used to represent IS's stakeholders voice in each focus area. Survey statistics are used to measure current sentiment and serve as a basis for future target goals. Information Systems places a high level of importance on feedback from stakeholders and sees customer engagement and satisfaction as a main driver behind each focus area.



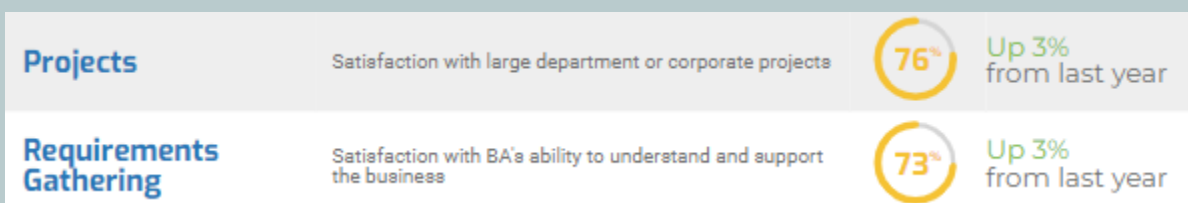
Business Intelligence



Goal: Provide tools that enhance the ability to make better decisions and provide information and insight into business activities.

Business intelligence (BI) is a set of theories, methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information for business purposes. The implementation of BI is an opportunity to empower decision-makers at all levels, move to a more proactive utilization of information in real-time, and fundamentally change the way the organization operates.

Stakeholder Voice: Results from the CIO Business Vision Survey conducted by the Info-Tech Research Group in April 2022 revealed that customers rated the IS department at 73% satisfaction under the Requirements Gathering section, speaking to the department's ability to understand and support customers. IS was also rated at a 76% satisfaction level for its ability to complete large department level projects. The 3% improvement in both requirements gathering and projects from the prior year reflects a conscious ongoing effort to better understand our partners' needs and successfully implement their projects. The Applications team, which is regularly at the forefront of implementing business intelligence software, received a 79% satisfaction rating during the late 2021 NES survey, showing strong performance in this section.



Activities aimed at improving satisfaction in this area will include streamlining the current time-consuming process of finding, aggregating and reporting on data. IS seeks to foster an information-rich environment using Business Intelligence tools to provide the ability to gain insight into trends and make comparisons. The Business Relationship Management (BRM) Team was formed in late 2022 to provide a two-way communication channel for collecting and presenting data that supports business partner goals and initiatives. By focusing on the key objectives below, County staff will have a better view of the big picture in order to make better and more proactive decisions. This initiative supports the growing demand for dashboards, ad-hoc reporting and other toolsets that will enhance the ability to analyze business data in new and different ways as well as provide a powerful tool for County leaders to make decisions, alter processes, and improve citizen services.

Key Objectives:

- Implement enhanced Enterprise Resource Planning “ERP” tools for county-wide adoption
- Reach out to organization staff to help them turn data into useful information.
- Facilitate the creation of dashboards and ad hoc reporting.
- Utilize ad hoc reporting for internal IS processes and products.
- Expand report creation functions across the enterprise through proactive BRM Team engagement.





Process Improvement

Goal: Improve, redesign, and eliminate “waste” in labor-intensive processes by automating processes within and across departmental boundaries.

The active pursuit of improving and automating County business processes is an important initiative that can have a profound impact on the organization. This focus area is also a major component of the Road Map to Becoming a High Performing Organization which the County Executive Office has recently adopted. Process improvement involves closer involvement with Subject Matter Experts and deeper insight into departmental processes through Business Relationship Management. Greater IS involvement at the ideation, brainstorming and strategic planning phase of projects assists with identifying areas for improvement, redesign, elimination of waste and unnecessary steps. Effects of this focus area will be seen in increased productivity, organizational capacity, and effectiveness. Successful process improvement projects require cross departmental teamwork as they often involve the creation of new workflows across department boundaries, sharing data and eliminating delays.

Stakeholder Voice: The late 2021 NES survey showed that 80% of employees were satisfied that they had access to technology allowing them to do their jobs effectively, which is on par with other local governments across the United States.

IT Innovation Leadership

Satisfaction with providing opportunities for innovation and innovation leadership to improve the business

72%

Down 4% from last year

Results from the CIO Business Vision Survey conducted by the Info-Tech Research Group in April 2022 revealed a 72% satisfaction with IS’s ability to provide opportunities for innovation. This result, while representing a decrease in 4% from the previous year, is 4% above the industry benchmark of 68%. IS aims to increase perception of IT Innovation Leadership to above 80% within the next 3 years.

Key Objectives:

- Invest in IS staff with Business Relationship Management expertise to focus on building opportunities and promoting innovative technologies.
- Reduce the time and the number of contacts necessary to conduct transactions.
- Re-engineer business processes to streamline services and improve information sharing.
- Increase utilization of mobile worker technologies and capabilities.
- Maximize the value of existing departmental systems and databases.
- Utilize existing infrastructure, data and applications when feasible for departments.
- Eliminate the 8 types of “waste” from County processes, employ lean government principles.



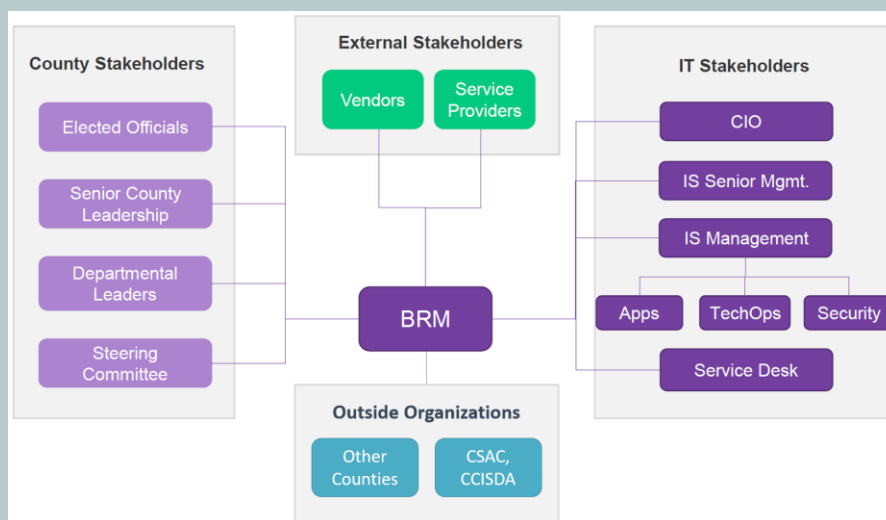


Communication and Engagement

Goal: Encourage communication and collaboration at all levels to provide a high level of customer service, gather feedback, and build stronger relationships.

This initiative addresses the need to provide increased service, gather feedback and input, and to build stronger relationships within County departments, partner agencies and with the public. IS seeks to gain data and insights, build consensus, and come to quicker problem resolutions and solutions through stronger relationships with our staff, partners, citizens, and coworkers. These efforts include engaging in partnerships internally and externally with employees to solve problems, and to ensure informed decision-making.

Information Systems seeks to expand opportunities to receive input, listen, and respond to County business partners. The Business Relationship Management team in IS leverages its view across multiple vendors, departments and agencies, both inside and outside the County to foster communication, collaboration and growth.



Stakeholder Voice: Results from the CIO Business Vision Survey conducted by the Info-Tech Research Group in April 2022 revealed 80% satisfaction with IS communication, which is 7% above industry benchmark. In respect to interdepartmental communication and collaboration across the organization, the NES employee survey reported that 65% of employees felt they received information that helped them understand the problems and issues facing the County and 61% were satisfied with interdepartmental collaboration. IS aims to support organizational improvement in these areas with support from technology, with a goal to raise communication satisfaction to 85% by leveraging the BRM Team to identify opportunities and suggest improvements to organizational communications.

Key objectives:

- Adopt technologies and processes that allow County employees and agencies to communicate more effectively and efficiently.
- Promote robust public engagement that informs, involves, and empowers people.
- Improve Information System processes for engaging with the County's elected leadership, across departments, and with employees.





Information Security

Goal: To keep County systems, data and access secure. To have the ability to respond quickly and recover in the event of a security breach.

Information Security is critical component in all aspects of County business. The County adopted an Information Security Program in 2016 with the goal of articulating the importance of and commitment to best practices in the area of information security. IS has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) as the standard for use in policy and procedure benchmarking. The NIST standards address areas including infrastructure maintenance and upgrades, new and existing software, compliance auditing, end user cyber awareness, and policy development.

Stakeholder Voice: Survey results conducted by the Info-Tech Research Group in April 2022 revealed that 87% of respondents were satisfied that organizational devices and data are properly secured and 93% felt that the amount of friction IS security activities created for their environments was acceptable.



Key objectives:

- Ensure proper authentication and authorization safeguards are in place for all County data and computing resources.
- Develop policies, procedures, guidelines and standards that follow the NIST best practices.
- Implement systems that reduce the likelihood of data loss/disclosure of confidential or protected data.
- Assist departments in analyzing risks to their business and identifying mitigation options.
- Continue to develop meaningful and engaging ways to train and educate county employees in cybersecurity awareness.
- Ensure the county organization can manage security events and respond efficiently and effectively, reducing or minimizing damages and down time.





Operational Excellence

Goal: Maintain, operate and upgrade the Information and Communications Technology infrastructure in a manner that provides end users with consistent, reliable and secure access to the data and technology systems they need to perform their business functions.

To meet this goal, Information System's Operations Division currently spends approximately 75% of its capacity maintaining the often invisible yet key components of County systems. The County of Nevada's community-facing services could not be performed without the support of IS maintaining the devices, applications, databases, security tools and internet infrastructure required to function in today's technical world.

The scope of this initiative is to ensure that this core infrastructure is maintained, operated, and secured according to industry best practices and the highest levels of operational excellence; meaning that information system processes, systems and services are efficient, stable and resilient.

IS will continue the concept of Product Management whereby staff strive to develop the knowledge and skills at the highest possible levels becoming experts in the products they support. IS will monitor progress and innovation in the industry and adopt and implement improvements and enhancements or new products that can be leveraged to improve functionality and security of core services. IS will strive to make metric-driven decisions that consider budgets and resource availability while ensuring business partners involvement. IS also endeavors to understand and anticipate the future needs of the business so that the necessary infrastructure can be planned for and implemented in a timely manner.

Stakeholder Voice: The late 2021 NES survey showed employee satisfaction with Network services were rated at 79% and Desktop / Help Desk services at 83% which are higher than other local governments. Results from the CIO Business Vision Survey conducted by the Info-Tech Research Group in April 2022 indicate that employee satisfaction with client-facing technology was at 68%, which is 2% above industry standard, satisfaction with devices is 84%, which is 7% above industry standard, and satisfaction with network and communications infrastructure is at 83%, which is 6% above industry standard.

Key objectives:

- Procure and maintain highly reliable products and services.
- Increase overall satisfaction in client facing technologies.
- Improve organizational adoption of enterprise products.
- Maintain a future-oriented perspective for technology needs.
- Plan for and anticipate major system upgrades and replacements.

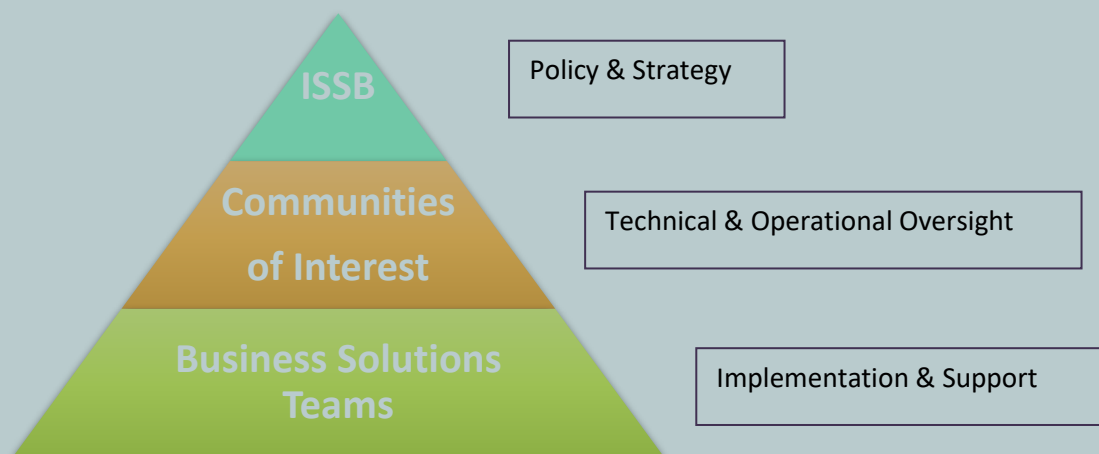
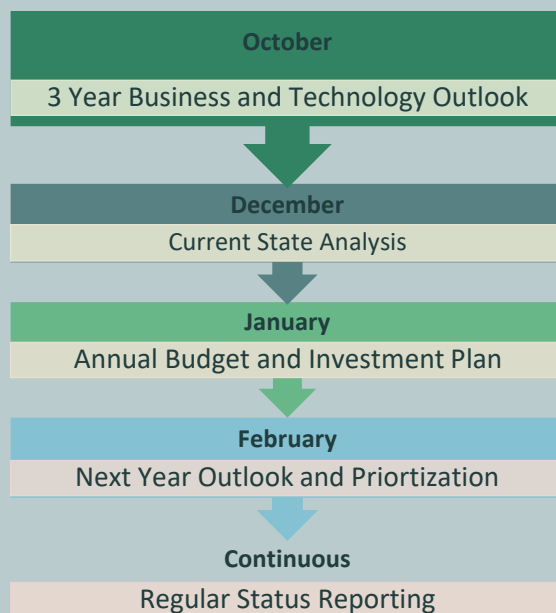


Strategic Planning Process and Governance

Governance is the framework for how decisions and policies are made, administered, and enforced. This framework reflects an appreciation for the critical importance of personnel, organizations, and business processes affected by changing technologies within a large, complex, and rapidly evolving information-centric environment. IS Governance is focused on the following areas: strong alignment between IT and business departments, ensuring technology investments deliver maximum value to the enterprise, and mitigation of risks.

Governance Structure

To be successful, a responsive organizational structure requires clearly defined roles, organized collaboration, and consistent and measurable processes. The governance strategy of the organization is to have a partnership model that encompasses all those who are involved in different points of the information pathways. Policy, strategy, technical, operational, implementation, and support aspects of County of Nevada's information and communication systems can be included in this methodology. The County of Nevada uses a three-tiered model for governance.



ISSB Chair:

Deputy County Executive Officer / Chief Fiscal Officer
ISSB Vice-Chair: Chief Information Officer

The ISSB is responsible for:

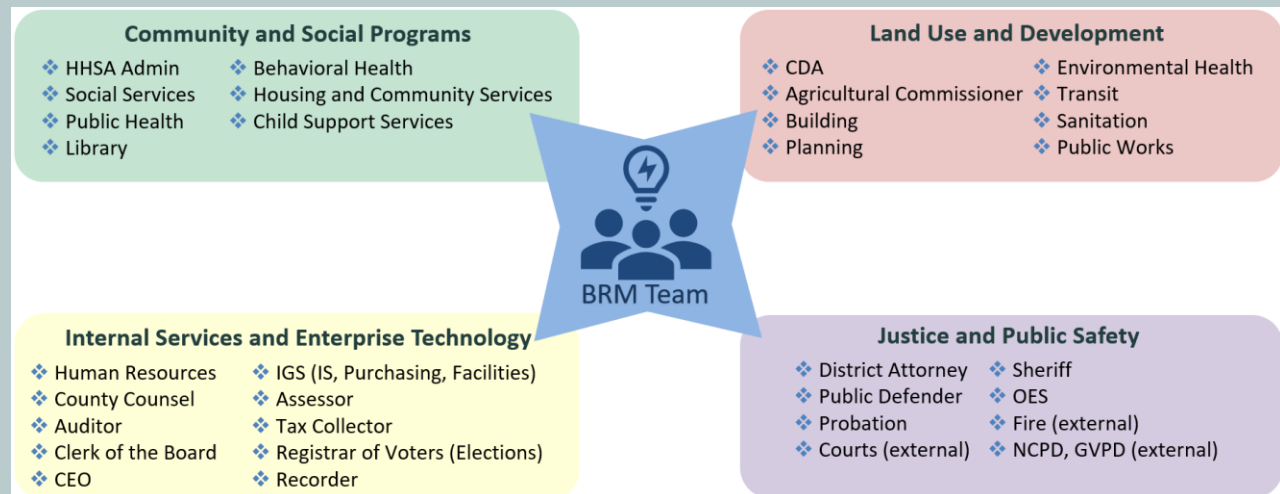
- Reviewing enterprise wide critical IS projects and breakthrough technologies.
- Establishing consistency in IS governance across the organization.
- Making recommendations to the CEO and Board of Supervisors
- Understanding and making decisions about IS direction and priorities
- Evaluating and making decisions on the prioritization of IS investments

The Information Systems Steering Board (ISSB) sets the policy, strategy and direction of the Information Systems department. This group represents all facets of the organization and is chaired by the Deputy County Executive Officer. Departments are represented by the chairs of their Communities of Interest (COI). The ISSB prioritizes projects from a countywide enterprise perspective.



Communities of Interest - Communities of Interest (COI) provide a forum for identifying and overseeing information technology activities which are related to business processes and that cross departmental boundaries. Each COI has a chairperson who is the COI's representative on the ISSB. The COIs prioritize projects and funding according to their interests and represent those at the ISSB meetings. They are represented as follows:

COI	Co-Chairs
Community and Social Programs	HHSA Admin, County Librarian
Land Use and Development	CDA Agency Director
Internal Services and Enterprise Technology	Auditor, IS Manager
Justice and Public Safety	Sheriff, Probation Chief



BRM Team - The Business Relationship Management Team is a subgroup of IS dedicated to interfacing with business partners to develop and share ideas, strategies and initiatives. The BRM team draws input from the COIs to help prepare the ISSB meeting agenda.

Business Solution Teams - The Business Solution Teams are ad hoc teams made up of the business experts that oversee the implementation and support of specific projects. They form and dissolve as needed, reporting to the COI that is responsible for the overall project.



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