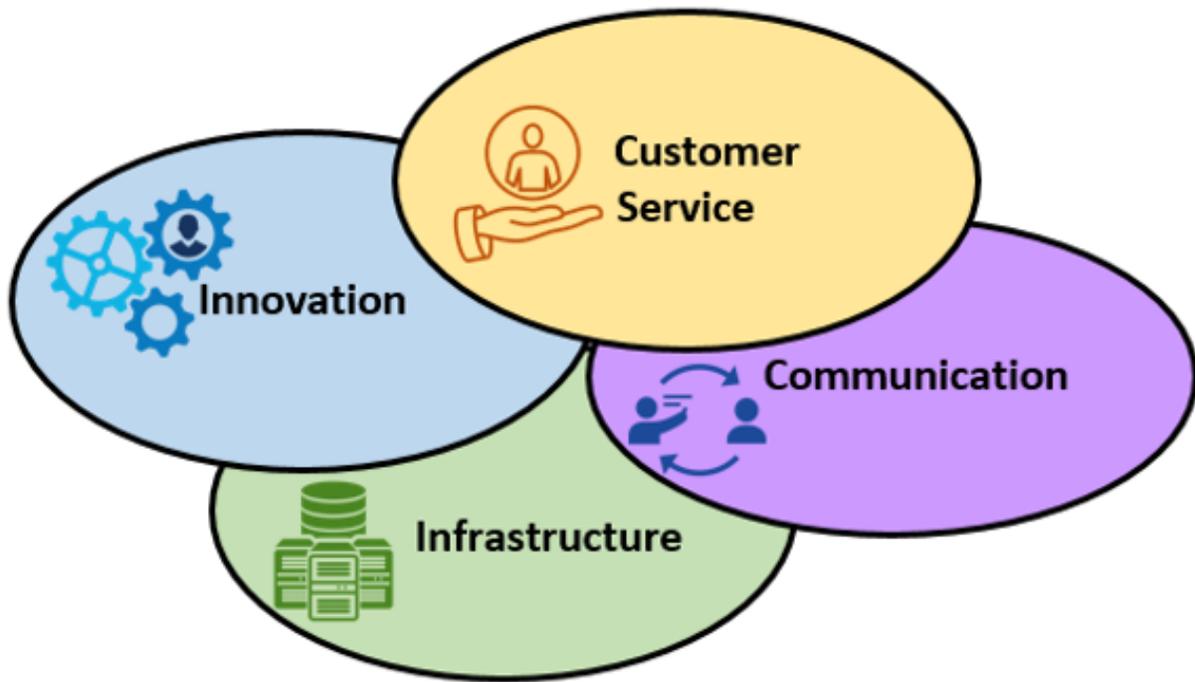


Technology Services

2018-2021 Strategic Plan



Lane County Technology Services



Our Mission: Leverage technology to improve lives.



Our Vision: The Lane County Technology Services Department is a leader in innovation and support for our community.



Our Motto: Solutions • Service • Value



Core Behaviors: Passion to Serve • Driven to Connect
Focused on Solutions



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Message from the Chief Information Officer

Lane County Technology Services (TS) recognizes that great ideas for innovating and improving services happen every day throughout Lane County. Helping turn your ideas into reality requires TS to deliver excellent communication, service, infrastructure and know-how that everyone can interact with.

This strategic plan is dedicated to developing and improving upon these essential ingredients. We will invest in Customer Service skills, tools, training and outreach that make it easier for us to connect. When we do connect, we will communicate using non-techie terms while listening to your business needs. We will work to clearly define services and interactive methods of requesting, tracking and receiving help. To tie it all together we will maximize investments in a robust technology backbone that is resilient and scalable for future growth.

With each of these investments and a solutions focused, talented technology team, we will leverage technology to improve lives.

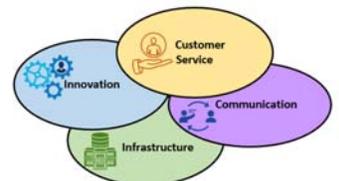
Michael Finch,
Chief Information Officer

Introduction

The Lane County Technology Services department is a proud employer of over 65 talented technology professionals. Together we passionately serve our community by providing exceptional technology support to Lane County departments, external customers and citizens. The department is made up of 8 divisions that deliver services including server & network infrastructure, desktop support, cyber security, applications, project management, radio system management and administration.

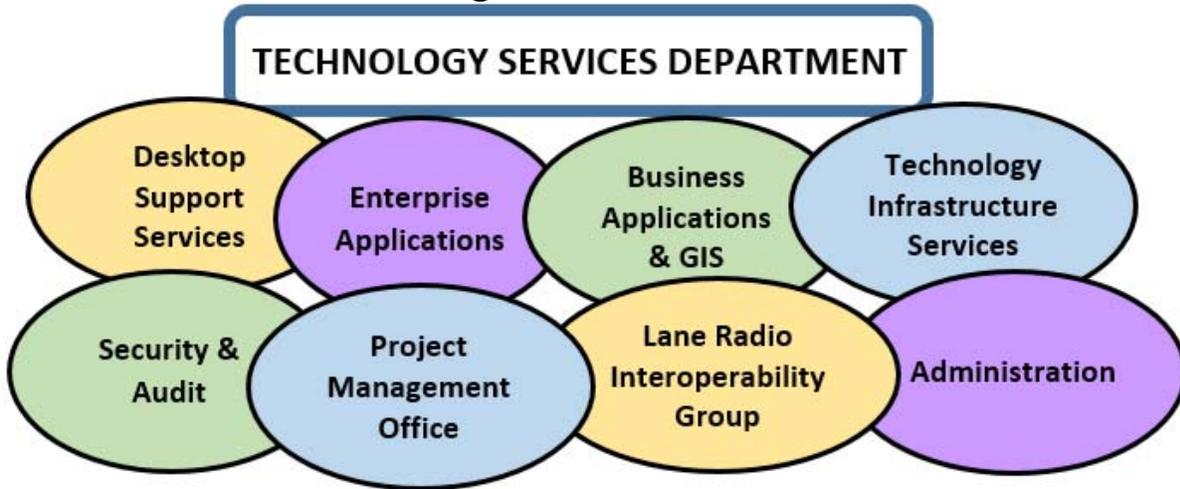
This strategic plan was developed by compiling information received from several sources over the past year. In the summer of 2017 TS underwent a detailed IT Business Alignment Review that provided us with a plethora of feedback from our customers and suggestions from an independent consulting firm. We also conducted an employee involvement event and invited all TS employees in an effort to collect ideas, suggestions and feedback from our team. That information was then compared with the newly published Lane County Strategic Plan to ensure alignment with the County's Mission. We also maintained steadfast focus on the County's core behaviors; Passion to Serve, Driven to Connect, Focused on Solutions. Finally, the TS Management Team brought everything together in a collaborative Strategic Planning Worksession to bring these concepts to life in this document.

Together we created this plan, not just as a task to complete every three years, but as a guide to reference when conducting internal operations, reaching out to our customers, processing employee evaluations, assigning work, making purchases, building our budget and all other business decisions we are faced with on a regular basis. Our dedication to this plan will lead us into the future with focus and clarity.



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Organizational Chart



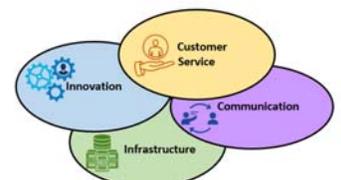
Economic & Fiscal Trends

As our customer's budget limitations increase, the need for technology also increases. That being said, it is difficult for the TS Department to decrease our budget while striving to meet the demands of our customers. As we continue to do more with less, technology plays an essential role in maximizing value by streamlining our processes and operations. This enables repurposing of current staff to direct citizen-facing priorities rather than back-office work.

Strengths, Weaknesses, Opportunities, Threats (SWOT)

The SWOT analysis below was provided by NexLevel as part of the Business IT Assessment conducted for the Technology Services Department (TS) in the summer of 2017. TS Leadership took this analysis very seriously and used it as a guide while developing this strategic plan.

Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Strong TS Leadership ➤ Reliable Infrastructure ➤ Robust GIS Program ➤ Users generally satisfied with TS services ➤ PeopleSoft ➤ PMO and Security Groups ➤ Technical documentation and procedures 	<ul style="list-style-type: none"> ➤ Bifurcated IT Governance ➤ Business/Technology Alignment ➤ Limited long-term planning ➤ Limited customer-focus ➤ Preference for customer development ➤ Firefighting takes precedence over projects ➤ Aging infrastructure
Opportunities	Threats
<ul style="list-style-type: none"> ➤ Improve ROI for IT investments through the expansion of IT governance and through the alignment of IT priorities and resources with Countywide priorities and objectives ➤ Better leverage application portfolio ➤ Improve delivery of IT services to internal and external user communities ➤ Promote continuous improvement 	<ul style="list-style-type: none"> ➤ Increased Total Cost of Ownership (TCO) for IT and limited agility as a result of not targeting IT investments ➤ Limited ability to sustain IT services in the event of natural disasters and other events ➤ Security ➤ Staff turnover/continuity



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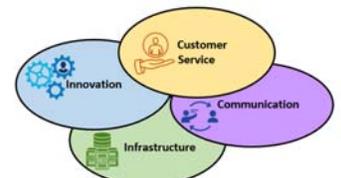


Our Goals:

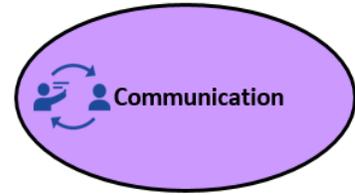
1. Customer Service

Set standards for the Information Technology (IT) Services we provide that meet or exceed our customer's expectations.

Key Strategic Initiative	Key Activity Area
<p>a. Adopt improved processes for resource management and performance management to improve accountability and effectiveness.</p>  	<ul style="list-style-type: none"> • Implement and reference a common set of expectations for customer service and performance for all TS staff and workgroups. • Find efficiencies by establishing common terminology, sharing templates, benchmarking operations to establish performance measures and assign work to the appropriate classification levels. • Develop a long term workforce and succession plan. • Define roles and responsibilities between work groups and staff while maintaining a team-oriented approach to tasks.
<p>b. Take advantage of modern technology to give customers better avenues to ask questions, submit requirements, provide feedback and/or check the status of a request.</p>  	<ul style="list-style-type: none"> • Leverage a user-friendly ticketing system our customers can access to submit and keep up to date on requests. • Adopt a culture of user empowerment and a philosophy of extraordinary customer service in all areas of service delivery. <ul style="list-style-type: none"> ○ Balance customer needs with security and IT best practices. ○ Communicate to customers why IT needs to be involved with technology solutions by explaining risks. • Arrange end user training, provided by TS, for technology solutions such as PeopleSoft, SharePoint, Microsoft Office, etc.
<p>c. Make continued investments in customer service.</p>  	<ul style="list-style-type: none"> • Distribute an annual customer satisfaction survey and analyze the results to highlight areas of strength as well as identify areas that need improvement. • Provide customers a way to deliver constant, anonymous feedback so we can improve customer satisfaction. • Conduct required annual customer service training for all TS employees.
<p>d. Evolve the Customer Alignment Team (CAT).</p> 	<ul style="list-style-type: none"> • Identify ways to enhance outreach to our customers in a proactive and positive manner. Continue to develop strong relationships with them. • Document and address customer needs and weigh them with the needs of other departments. • Ask our customers about their future vision and how they would like TS to help them reach their goals.



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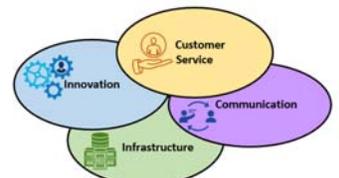


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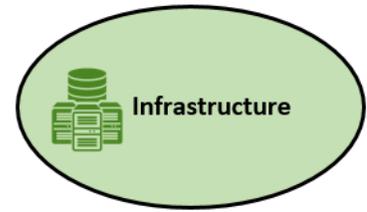
2. Communication

Develop and maintain tactics for customer and interdepartmental communication.

Key Strategic Initiative	Key Activity Area
<p>a. Foster a team oriented culture within TS.</p>  	<ul style="list-style-type: none"> • Leverage a work request system that keeps our customers and our work groups up to date on the status of their requests. A system that would also improve internal communications regarding work activities. • Consistently embrace a team oriented, accepting approach when working with others. Assume positive intent and recognize that our coworkers are also our customers. • Clearly define ownership and work sharing between TS work groups.
<p>b. Clearly define TS services to set expectations and provide accountability for TS costs.</p>  	<ul style="list-style-type: none"> • Develop a service catalog that fully defines the services that TS provides and the levels of service that the user community should expect. • Routinely reference the TS service catalog when delivering work assignments, setting staff expectations, measuring quality of services and developing the budget. • Negotiate service levels with all major users and have those services reviewed and approved by executive management (particularly where increased service level expectations may require the allocation of additional resources).
<p>c. Develop a long term communication plan that relates to our customers.</p> 	<ul style="list-style-type: none"> • Create user-friendly ways for our customers to understand and access TS services. • Communicate with our customers in 'plain speak' and use less technology terminology when discussing goals and explaining concepts.
<p>d. Inform users about services and value that can be provided by TS and how they can best leverage TS resources.</p>  	<ul style="list-style-type: none"> • Provide transparency and awareness around how TS costs are calculated and allocated to our customers. • Find ways to analyze cost savings and document value where technology has been utilized. • Develop a TS knowledgebase to assist our customers with accessing our services and to quickly answer questions they have about those services.



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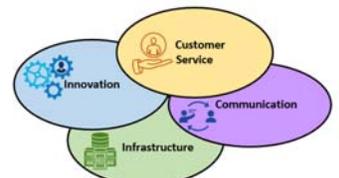


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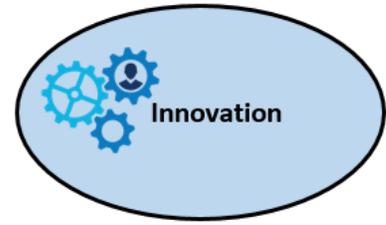
3. Infrastructure

Focus on maintenance and investments that deliver robust, secure and reliable technology infrastructure.

Key Strategic Initiative	Key Activity Area
<p>a. Advocate for the Infrastructure Replacement Fund.</p>  	<ul style="list-style-type: none"> Complete an infrastructure inventory database that defines replacement costs and ownership of hardware. Communicate the importance of critical systems and reliable technology infrastructure. Present cost options and risks to the Information Technology Advisory Group (ITAG).
<p>b. Standardize technology offerings to reduce costs and overhead.</p>  	<ul style="list-style-type: none"> Standardize end user tools such as printers, workstations, phones, applications, datasets, etc. Develop a plan to improve the utilization of PeopleSoft. Invest in PeopleSoft training for both end users and TS staff. Utilize cloud infrastructure and virtualization wherever possible. Update, maintain and publish an applications portfolio.
<p>c. Create a Disaster Recovery Plan for the County's "mission critical" technology operations.</p>  	<ul style="list-style-type: none"> Create a process to present risks to the Information Technology Advisory Group (ITAG) as well as a process in which to evaluate recommendations for mitigating risks. Regularly visit the Disaster Recovery Plan, participate in disaster preparedness drills and conduct Emergency Operations Center planning activities. Identify single-points-of-failure within the County's technology infrastructure and develop a plan to build alternate solutions to maintain business continuity.
<p>d. Develop proactive approaches to Technology Security.</p>   	<ul style="list-style-type: none"> Leverage monitoring and auditing tools to ensure policy adherence and safe practices by the County. Implement standard account access levels for all user accounts, reducing administrative rights where not needed. Provide end user education and security awareness by establishing a TS Security Newsletter, providing end user security training such as "Securing the Human", and developing a plan to execute the SANS top 20 Critical Security Controls. Prepare formal plans for Cybersecurity, Business Continuity and Disaster Recovery in collaboration with the user community.



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Our Goals:

4. Innovation

Blend customer outreach with business analysis to drive IT innovation that delivers exceptional value.

Key Strategic Initiative	Key Activity Area
<p>a. Develop a Business Intelligence (BI) Strategy for Lane County.</p>  	<ul style="list-style-type: none"> • Be an active partner in the BI movement to ensure that data is secure and relevant for our customers. Collaborate with our customers to ensure we are in alignment with their needs. • Provide a standard set of BI tools available to all departments with access to standard datasets as well as training for managers, analysts and support personnel. • Create a culture of data driven decision making. Make recommendations to leadership to invest in technologies to collect, validate, and monitor data for use in business decisions. • Identify and increase the number of Open Datasets for community access and interaction.
<p>b. Develop a Business Analysis (BA) Strategy for Lane County.</p> 	<ul style="list-style-type: none"> • Grow BA services with appropriately trained and certified staff members. • Provide BA training to TS staff and Lane County employees involved in Business Analysis.
<p>c. Pursue opportunities to safely mobilize our applications.</p>   	<ul style="list-style-type: none"> • Evaluate opportunities to provide mobile access for internal and citizen-facing applications. • Reach out to customers who work in the field to investigate the most needed solutions. • Develop a program to educate users, especially those using mobile devices, regarding security risks, safe networking practices, and their responsibility to protect County information and assets.
<p>d. Leverage existing tools and applications to provide a more user-friendly interface with TS.</p>  	<ul style="list-style-type: none"> • Use SharePoint to build out the Project Management Office website for project status updates and collaboration for all County customers and TS staff. • Foster an environment that rewards innovation. Have brainstorming sessions to discuss new ideas and solutions for our customers. • Conduct research and development on new technologies.

