Department of Information Services & Technology

STRATEGIC PLAN FISCAL YEARS 2016-2020
Letter from the Chief Information Officer

It is with great pleasure that I share with you the Department of Information Services & Technology (IS&T) Strategic Plan 2016-2020, our first technology strategic plan for Durham County (DCO), and a critical element toward achieving “IT excellence.” This plan reflects a bold vision that will unite our endeavors, making us more effective and disciplined, and allows us to provide greater value to our stakeholders. IS&T is committed to excellence in technology service delivery, and with this plan as a guide, we seek to further empower and support County agencies and the citizens they serve.

The DCO IS&T Strategic Plan is our coordinated effort to integrate people, processes, technology information, and governance in a way that fully supports the needs of our citizens, county agencies, and our partners, while addressing our ever-evolving mission challenges. This Plan provides broad goals outlining the basic roadmap over the next 3-to-4 years for information technology and sets a direction for IS&T and its technology efforts on behalf of all DCO departments and citizens.

This plan is the product of a collaborative effort that includes input from many of our partners and stakeholders, as well an industry review of current technology developments. In addition, IS&T staff and other technology professionals within departments outside of IS&T provided their perspectives and guidance on technology needs and issues. Using this input, representatives from each of the IS&T divisions worked together to develop the plan. The result: a focused, mission-driven, achievable plan that positions our technology environment to address the critical business needs over the next several years.

The plan provides a strategic roadmap. It will drive the continued development of the IS&T’s plan to support County goals and objectives. While having a plan is valuable, ongoing coordination and collaboration within IS&T, and between the departments and IS&T, is essential to achieving our objectives. The strategic plan is always a “work in progress.” Thus each year, the plan will be updated and modified to adjust to inevitable changes in information technology and DCO’s environment. This process will insure that the plan remains a strategic document and a roadmap for the effective use of information technology in the future.

IS&T is committed to excellence in the delivery of technology innovation, and with this strategic plan as a guide, we seek to further empower and support County agencies and the citizens they serve. By working together with our stakeholders, we will take the next steps in IT innovation to make our vision a reality.

Greg Marrow
Chief Information Officer
Durham County Department of Information Services & Technology
Executive Summary

Approximately 1,800 employees and 27 departments that deliver primarily human services to the community power Durham County Government. Among the departments, the Department of Social Services, Health Department, Emergency Medical Services, Library, Elections and Tax Administration have the most frequent public interaction. The County’s law enforcement function is the Sheriff’s Office. With a wide array of services, Durham County Government is at the heart of a rapidly growing and diverse area offering residents and visitors exciting opportunities to live, work and play. The County’s fundamental mission is to serve the nearly 290,000 county citizens every day, and County employees in all fields increasingly depend on a vast array of information and technology services to carry out this mission.

The Department of Information Services & Technology (IS&T) is responsible for supporting these information and technology services, and in doing so, is focused on providing solutions that enable Durham County Government to carry out its Strategic Goals, and position the County as a leader in public service and technology innovation. As the technology needs of the County have evolved, the scope of responsibility for IS&T has had to evolve, as well. As technology constantly evolves, it remains imperative to stay current with industry trends and anticipate the impact these developments have on business processes and operations. IS&T must consider this dynamic landscape among the many complex challenges and opportunities that affect Durham County’s Government and its people. To address the challenges associated with this evolution, and to maximize the County’s investment in technology, it is essential to focus our efforts around a common vision that will unite our endeavors, making us more effective and disciplined, and allowing us to provide greater value to our customers.

The DCO IS&T Strategic Plan 2016-2020, outlines our priorities to ensure IS&T continues to be a mature technology organization in order to deliver on “technology excellence” to County agency clients. The plan focuses on seven strategic goals:

- **Goal 1, Information Security & Privacy** - to manage information throughout the County and ensure the confidentiality and integrity of County resources while increasing the level of security awareness and education of our user community.
- **Goal 2, Business Process Improvement & Innovation** - modernize and integrate business applications to exploit technology, provide comprehensive business capabilities, and enhance services to citizens and other stakeholders.
- **Goal 3, Information Management and Citizen Transparency** - to improve the County use of data to enable better decision making and information sharing, performance reporting, and citizen transparency.
- **Goal 4, IT Operations and Infrastructure** – build robust, reliable, secure computing and communications capabilities that enable Durham County Government to fulfill its mission.
- **Goal 5, IT Service Delivery Excellence** – provide excellent information services to end-users with superior customer satisfaction, and promote continuous service delivery review and improvement.
- **Goal 6, Workforce Empowerment and Innovation** – attract and develop an engaged and skillful IT workforce that is highly motivated, customer service oriented to ensure long-term mission success.
- **Goal 7, Technology Governance & Leadership** – improve IT environment through maturation of IT governance and management best practices.

These seven goals outline the basic roadmap for information technology and sets a direction for IS&T and its technology efforts on behalf of all DCO departments and citizens. These goals collectively support the goals and objectives outlined in the County’s Strategic Plan and the Managing for Results model, and define IS&T top priorities in delivering technology services to the County.
Strategic Plan Approach

Building the Plan: Identifying Our Stakeholders
Those who share responsibility for the development, ongoing maintenance, and accomplishment of the IT Strategic Plan.

- Board of County Commissioners (BOCC)
- County Executive Management
- Governance Committee, and Department Leadership and Management
- Chief Information Officer (CIO)
- IS&T Management
- IS&T Staff
- Employees of DCO
- Partnership Stakeholders: City of Durham

Building the Plan: Sources of Input
The following drivers provided input to the IS&T Strategic Plan.

- Budget Process
- State and Federal Legislation
- DCO Leadership and BOCC
- Local Community Needs
- Changing technologies and applications
- DCO department business needs
- Citizens and citizen surveys
- Economy/business community
- IS&T Staff surveys
- IS&T employee forums
- Intranet comments
- Partnerships
- DCO Employee surveys

The IS&T Strategic Plan is aligned to and supports the Durham County Strategic Plan
The DCO Strategic Plan is a framework to bring a higher quality of life for the community and citizens by focusing on five core areas.

- Community & Family Prosperity and Enrichment
- Health and Well-being for All
- Safe & Secure Community
- Environmental Stewardship
- Accountable, Efficient, and Visionary Government
IS&T Strategic Plan: Key Trends That Helped Shape the IS&T Strategic Plan 2016-2020

Through our research, drivers of the plan and sources of input there are five notable key trends that may affect IT strategy in the short to medium term.

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<th>Key Trends</th>
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| Steady County and Regional Growth | - Population of Durham County region projected from 280K to 315K (2019)  
- Continued increases projected by community services including health and human services, EMS etc.  
- Population growth is County-wide, not just in City of Durham |
| Increasing Economic Pressure | - Budget pressure will continue as County invests to solve issues related to health, education, crime and poverty. IS&T is challenged to “use what we have.”  
- County will also be pressured to keep up with the growth of Research Triangle Park, other new developments and growth of surrounding counties |
| Human Resources Constraints | - Challenges cannot be solved by continuous adding of more staff, need to maximize talent of appropriate headcount levels and identify efficiencies  
- High percentage of employees eligible for retirement  
- Need to attract and retain high performing talent |
| Pressure on Technological Strategies and Tactics | - Increased threats and cyber security risk  
- Growing use of telecommuting, mobility, and self-service applications  
- Stronger demand for utilization of technology to drive business process improvements  
- Managing for Results focused on data-driven decision making and performance reporting |
| Pressure to Increase Community Engagement | - Increased demand for mobile and web-enabled services  
- Growing awareness and sophistication of users sets higher expectations of usability and accessibility |
Next Steps: Continuous Review and Usage

The IS&T Strategic Plan is based upon the known and estimated needs of the community and of Durham County Government. The plan continuously looks ahead over the next five years and is revised as needed or yearly, at minimum.

Maintenance and Review Process

- This plan is used as a reference point in meetings with stakeholders and drivers of the plan.
- The plan is reviewed by the CIO and updated annually to coincide with the annual budget process.
Vision, Mission, & Values

Vision

Information Services & Technology (IS&T) vision is to serve as a trusted and collaborative advisor for our stakeholders and be recognized for exceptional customer service, agility, and innovation in our delivery of technology solutions that help our stakeholders achieve excellence.

Mission Statement

Information Services & Technology mission is to provide expertise, innovative insights, and superior information management services to our stakeholders to achieve DCO’s goals and objectives.

Who we are, What we represent, How we do business:

Our principles build on Durham County’s ACE-IT values of Accountability, Commitment, Exceptional Customer Service, Integrity, Teamwork and Collaboration. As members of IS&T we support those values and conduct business with the following principles in mind:

- **People First**: Our workforce is our priority. We create an open, honest, caring workplace where individuals have opportunities to test their potential.
- **Innovative**: We provide the information and tools to enable innovative problem solving. We partner with industry to bring smart innovations from the private to the public sector.
- **Collaborative**: We choose to partner first, to coordinate and leverage efforts. We are dedicated to a constructive, team-oriented environment, gathering varied perspectives, sharing knowledge and building effective partnerships with our stakeholders.
- **Results Oriented**: We are flexible, responsive, and service minded.
- **Transparent**: We leverage open communications and thoughtful business processes to be accountable in our interactions and our work.
- **Efficient**: We are cost effective, efficient, and look for innovative solutions. We share resources.
“We must harness new ideas and technology to remake our government....”

-President Barack Obama
Durham County's Information Services & Technology Strategic Plan Overview

**IS&T Vision:** Serve as a trusted and collaborative advisor for our stakeholders and be recognized for exceptional customer service, agility, and innovation in our delivery of technology solutions that help our stakeholders achieve excellence.

**IS&T Mission:** Provide expertise, innovative insights, and superior information management services to our customers to achieve DCO's goals and objectives.

**Principles:** People First, Innovative, Collaborative, Results Oriented, Transparent & Efficient

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<td>Modernize and integrate business applications</td>
<td>Improve decision making through greater</td>
<td>Build robust, reliable, secure computing and</td>
<td>Provide world-class information services to</td>
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<td>3.1 Implement Business Intelligence roadmap,</td>
<td>4.1 Implement cloud based single sign-on</td>
<td>5.1 Improve Client Engagement</td>
<td>6.1 Maximize IT staff potential to foster</td>
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<td>1.2 Replace/upgrade legacy business</td>
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<td>communication, documentation and training</td>
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<td>6.3 Build a Future-Ready IT Workforce</td>
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Durham County provides fiscally responsible, quality services necessary to promote a healthy, safe and vibrant community.

Durham County Strategic Goals:
1. Community & Family Prosperity and Enrichment
2. Health and Well-being for All
3. Safe & Secure Community
4. Environmental Stewardship
5. Accountable, Efficient, and Visionary Government
Strategic Goals

Goal 1: Information Security & Privacy

Information security is the practice of defending information from unauthorized access, use, disclosure, disruption, modification, perusal, inspection, recording or distribution. Information assurance is the practice of assuring information and managing risks related to the use, processing, storage, and transmission of information or data and the systems and processes used for those purposes. This goal area includes measures and systems designed to protect and safeguard information throughout the enterprise, supporting immediate and future regulatory, legal, risk, and operational requirements.

Durham County’s IS&T department is responsible for IT security on the County’s network and for the security of the applications hosted by IS&T, as well as the processes that strengthen the security of applications throughout the enterprise. IS&T must have processes and procedures in place to detect and defend the County from constantly evolving threats by conducting various functions and ensuring that our employees are security aware and following best-practices.

The County must also adhere to federal and state privacy and data security regulations, such as the Health Insurance Portability and Accountability Act (HIPPA) and Payment Card Industry (PCI). In order to secure and protect IT resources commensurate with the County’s mitigated risk tolerance while balancing agency business needs and empowering them to operate more securely, this goal area has three objectives:

1. Implement an enterprise information security program and governance process that will support all DCO agencies

   Ensure implementation of Information Security best practices throughout the County.

   Expected outcomes:
   - Increased information security awareness and training
   - Identification of security gaps, risk and exposures
   - Development of incident response strategy
   - Reduction in exposures to risks

2. Replace/upgrade legacy business systems

   Identify and prioritize antiquated information systems for revitalization and integration with new capabilities including new added security measures to minimize information security risk to the County.

   Expected outcomes:
   - Development of revitalization and integration roadmap
   - Decreased security risk posed by legacy systems
   - Increased communications to agencies regarding system status
3. Institutionalize Information Assurance, Security, Privacy, and Accessibility

Institutionalizing and formalizing cybersecurity at Durham County involves the coordination of governance, policy, oversight, training, and technology-based tools to ensure that the County continuously strengthens its IT security.

Expected outcomes:

- Increase awareness of compliance requirements within IS&T and County agencies
- Development of a County Information Security Governance Structure
- Established policies and procedures for the workplace including Bring Your Own Device (BYOD) policies
- Decreased exposure of personally identifiable information, protected health information, payment care information, etc.

Cybersecurity awareness training provided to Durham County employees and citizens

2016 PTI Technology Solutions Cybersecurity Awareness

The Public Technology Institute (PTI) awarded Durham County a 2016 Technology Solutions Award for successfully implementing a Cybersecurity Awareness Campaign.
Goal 2: Business Process Improvement & Innovation

This initiative focuses on modernizing and integrating enterprise applications to exploit technological advances, provide comprehensive functional capabilities, and enhance services to DCO departments, stakeholders, and citizens in order to drive business process efficiency and improvements. This goal area has three objectives:

1. **Partner with stakeholders to optimize business use of current Business Applications**

   Identify opportunities to further integrate and expand current business applications (SAP, SuccessFactors, LaserFiche, GIS) working closely with business units.

   Expected outcomes:
   - Expanded ERP system capabilities and integration
   - Fully implemented Human Capital Management system (SuccessFactors)
   - Expanded Document Management capabilities and integration to include electronic forms
   - Seamless integration between SuccessFactors and SAP
   - Increased automated business processes and workflows
   - Better utilization of GIS technology across the County

2. **Address need for new innovative business applications to address County operational efficiencies and business process improvements. Explore cloud-based and mobility applications as an option to drive continued innovation in business process efficiency**

   Collaborate with departments to identify opportunities to replace existing, legacy (aging) systems as well as address unmet system and business needs across the County. Explore cloud-based, mobility, Internet-of-Things, and other technologies to drive innovation.

   Expected outcomes:
   - Increased use of electronic forms and digital signatures
   - Support for new integrated health care software
   - Implementation of mobile citizen relationship management application to facilitate service requests
   - Support for County emergency notification and video systems
   - Increased use of mobile applications and web-enabled services
   - Improved asset management capabilities
3. Continue focus on automation of business processes

Continue focus on opportunities to improve business processes via technology automation: elimination of paper-based processes, use of electronic signatures and forms, converting paper documents into digital formats, improving document-sharing capabilities, and improving DCO’s records management.

Expected outcomes:

- Expanded use of Document Management application across the County
- Increased use of electronic/interactive forms
- Increased number of processes managed through automated workflows

Durham County IS&T developed and implemented an EMS Protocol Mobile Website that quickly and easily connects EMS team members to information and resources needed to administer proper patient care, follow required protocols and procedures, and save critical time.
Goal 3: Information Management and Citizen Transparency

Governments collect and manage vast amounts of data and Durham County Government is no different. This goal area focuses on a series of strategies and associated projects designed to help us turn County data into information to manage government operations and constituent services more intelligently.

In addition, Durham County Government is committed to engaging citizens by providing transparency and accountability of County initiatives, and by collaborating with the City of Durham on Open Data and other projects. Our goal is to ensure information is easily consumable by users, whether it is County staff or the public.

1. Implement roadmap, plan, and tools for Durham County’s Business Intelligence strategy

   An important prerequisite to implement any business intelligence system is creating a roadmap and plan to enable the vision of driving better business performance by empowering all in the enterprise to be able to do their job effectively as a natural part of their daily work. The roadmap and plan should align with Durham County’s enterprise goals and with key stakeholders, and should not be just limited to selection and implementation of technology.

   Expected outcomes:
   - Clarity of current state, future state and completed gap analysis and transformation plan
   - Identification of core components, BI architecture, platforms, tools, reporting and analytical services, and organization/people requirements
   - Implementation of BI toolset that meets Durham County’s business needs
   - Established governance process

2. Enhance Decision Support & Performance Management - support the implementation of the Managing For Results model and performance based reporting

   DCO’s Managing for Results (MFR) model is an approach to improve business efficiencies and effectiveness to better address Durham County’s social and economic challenges. The intent of MFR is to allow decision makers in the County to analyze data and trends over time.

   Expected outcomes:
   - Improved reporting capabilities in support of MFR
   - Availability of regular performance reporting within the Enterprise
   - Integration of data from multiple source systems to enable better quality decisions
   - Utilization of dashboards, visualization and information portals
   - Ability to view data across the County and consistent presentation of data
3. Improve Citizen Interaction & Transparency

This initiative focuses on opportunities for greater transparency and citizen interaction by leveraging our Open Data partnership with the City of Durham, and improving our external website in order to better serve, represent, and delight the citizens of Durham County.

Expected outcomes:

- Increased utilization of Open Data Portal by citizens
- Expanded number of online services and open data sets
- Increased utilization of Open Data Portal by departments to aid in decision-making and improve operations
- Improve accessibility to County services through mobile, social and improved web services
- Established comprehensive and accessible publishing rules

Launched in early 2015, a joint Open Data Portal provides Durham’s citizens with nearly 200 datasets
Goal 4: IT Operations and Infrastructure

Durham County’s IS&T department is responsible for planning, implementing and maintaining an enterprise infrastructure to ensure effective and efficient means to support business operations, activities, and processes throughout the enterprise and that our current and future requirements are well aligned.

Our infrastructure components are broad and diverse encompassing client devices from smartphones and tablets to client computers and various peripherals, printers, servers, data storage, voice and data networks, firewalls and network security infrastructure, operating systems, our data and information and support for cloud based systems, as well as the associated systems for power, ventilation, and support.

IS&T must continuously update current infrastructures and life-cycle infrastructures as they age and technologies advance to sustain interoperability, functionality, security and a highly reliable state for business operations. Disaster recovery abilities including polices, plans and the needed infrastructure and facilities are an essential part of a robust infrastructure.

In order to sustain current and future County business operations effectively and efficiently, prioritizing and balancing business requirements and technology advancements, this goal area has five objectives:

1. Implement cloud-based single sign-on

   Implement the use of a cloud-based single sign-on service to provide reliable authentication to access County on premise, web-based and Software-as-a-Service applications and resources.

   Expected Outcomes:
   - Improve access to information technology resources
   - Increase resilience and reliability of access
   - Increase employee productivity and satisfaction
   - Decrease associated service calls

2. Develop a disaster recovery strategy and plan

   Develop a strategy and the essential policies, processes, and plans to strengthen the County’s disaster recovery posture; prepare for the necessary technology resources to effect timely business operations recovery.

   Expected Outcomes:
   - Increase capabilities for continuity of business operations
   - Reduce long-term risk to county data and information
   - Improve compliance and records management

3. Implement mobile device management

   Implement mobile device management capabilities, processes, and policies to secure access and information supporting County business operations on our growing mobile environment.

   Expected outcomes:
   - Improve overall information security posture
   - Reduce mobile device risk to County data and information
   - Increase compliance for data security
   - Enhance data loss prevention
4. Increase utilization of encryption

Expand use of data encryption across all platforms to secure data at rest.

Expected outcomes:

• Improve overall information security posture
• Reduce risk to County data and information at rest
• Increase compliance for data security
• Enhance data loss prevention

5. Engineer a continually evolving robust and resilient IT infrastructure

Engineer a continually evolving robust and resilient IT infrastructure via timely replacement and upgrades of infrastructure systems and components through a life cycle plan for all technology infrastructure systems, data centers, networks, and client systems. Develop and maintain technology roadmaps to sustain capacity to meet planned growth and evolving business requirements.

Expected outcomes:

• Resiliency of IT operations
• Sustained capacity to meet planned growth and evolving business requirements
• Reduced environmental impacts through utilization of Green IT initiatives
• Improved operational efficiency and effectiveness

IS&T Data Centers:

- 99% Availability
- Operationally secure
- Monitored 24x7
- Supported with backup services
- Promotes efficiency through consolidation
Goal 5. IT Service Delivery Excellence

Create a culture of Service Excellence and rapid delivery of high quality IT capabilities.

In this goal area, IS&T seeks ways that technology can enable the County to meet citizen/employee challenges in the most efficient and effective manner, possible. This includes optimizing resource utilization, quality and reliability improvement of information technology services offered, and providing outstanding customer service to the greatest extent possible.

Durham County’s IS&T department is responsible for supporting over 1,800 employees across 27 departments in a County where the population reaches nearly 290,000. This goal area focuses on implementation of a strategic approach to ensure the right processes, people, and technology are engaged to achieve success in meeting the goals of Durham County.

1. Improve client engagement and service delivery

   Develop and strengthen business relationships with DCO departments, employees, and other stakeholders and provide relevant, timely and reliable technology capabilities and services that satisfy business needs and improve client engagement.

   Expected Outcomes:
   - Increased client satisfaction
   - Development of an IT Service Support Model
   - Establishment of continuous communication and feedback to stakeholders
   - Better engagement with departments to understand business needs

2. Improve tracking, quality and timelines of IT requests and client service needs

   Evaluate, enhance and drive efforts to improve the timeliness, quality and tracking of IT requests through employee training, and client understanding.

   Expected Outcomes:
   - Utilization of industry customer service best practice models
   - Measurable service desk improvements
   - More rapid deployment of new services
3. **Focus on continuous service improvement**

High-performing organizations benefit from the existence of a service culture that promotes continuous review and improvement. IS&T will work to create and continually improve a culture of service and support within the organization.

**Expected Outcomes**

- Increased quality of service
- Defined and documented service and support procedures based on industry best practices
- Established ongoing customer service training programs for both support personnel and key partners to maintain a consistent approach to service excellence

4. **Maximize usage and acceptance of technologies**

Focus on maximizing the usage and acceptance of technologies as part of the delivery process--across DCO through high quality, integrated communication, documentation and training.

**Expected Outcomes**

- Establishment of communications, documentation and training plans for specific projects to ensure user adoption
- Increased communications programs for new and existing solutions affecting large number of employees to raise usability and acceptance

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*Monte Cooley (left) receives “On the Spot” recognition from County Manager Wendell Davis for exceptional customer service*

*Client Services Manager, Aaron Stone (left), congratulating James McWatty for winning HDI Desktop Support Technician of the Year*
Goal 6. Workforce Development & Innovation

*Attract and develop an engaged and skillful IT workforce to ensure long-term mission success.*

Durham County is one of the fastest growing Counties in North Carolina. To meet the challenges of the increasing population, Durham County’s IS&T Department constantly seeks to attract and retain highly talented information technology employees in one of the most competitive markets in the U.S.

Moreover, to meet the sharper sophistication and demands of employees and citizens, IS&T must cultivate an engaged IT workforce that possesses relevant skill sets, provides innovative IT solutions, and works collaboratively to support mission demands. This goal area has the following objectives:

1. **Maximize IT staff potential to foster creativity, innovation and excellence**

   To most effectively serve Durham County, all IT employees should be working together through an intentional departmental culture built on a single departmental vision and shared values.

   Expected outcomes:
   - Implementation and strong employee adoption of “teamwork philosophy” and technologies that enable easier collaboration and organizational transparency
   - Established methods to make it easier for IT employees to offer suggestions and comments to improve departmental performance

2. **Recruit, sustain and retain the best technology workforce that is highly motivated, customer service oriented, diverse and focused on common strategic and tactical goals**

   Develop efforts to attract and retain quality IT staff by empowering IT employees to utilize their creativity, knowledge and experiences, and through inclusive, effective leadership and investment in succession planning and employee development.

   Expected outcomes:
   - Consistent internal and external communications to strengthen excitement about joining and being part of a leading IT organization
   - Stronger, more measureable performance appraisal methodologies that reward high-performing employees

3. **Build a Future-Ready IT Workforce**

   Enable and equip (talent) a high-performance IT workforce that is consistently looking ahead at IT trends that has the potential to strengthen the effectiveness of the County. Promote continuous learning and formal training programs for proactive skills development.

   Expected outcomes:
   - Continued modernization of County business processes enabled via innovation in technology
   - Increased ability to respond to business needs
   - Reduced dependence on outside consulting services
   - Established communities of practices to develop and share best practices
Goal 7: Technology Governance & Leadership

Governance is the single most important factor in generating value from IT and it is a critical success factor for Durham County Government. Governance engages all DCO departments as a full-fledged partner in technology decision making. Properly implemented, it cuts across all departments (eliminating technology silos) and has the authority to make decisions for IT projects that are above a certain spending threshold or meet other established and published criteria. This goal area has three objectives:

1. **Establish an IT Governance Structure**

   Develop and implement governance to better manage, prioritize and strategically align projects, working with all departments, increasing stakeholder involvement through participatory measures and greater communications.

   Expected outcomes:
   
   • Improved understanding of stakeholder and departmental needs
   • Expanded involvement of non-IT personnel in governance processes and decision-making for major information technology projects
   • Establishment of technology standards and improved enforcement thereof
   • Improved transparency of IT costs through improved service and performance metrics

   IS&T hosting a session with employees to obtain feedback on various technologies being used throughout the County and learning how to better partner with departments on technology initiatives going forward
2. **Explore Enterprise Architecture as a management and governance tool**

In its simplest terms, enterprise architecture is the process of aligning a business’s strategic vision with its information technology. It connects different business units for synergistic communication and collaboration, creating a seamless end-user experience. Develop an Enterprise Architecture strategy to strengthen decision-making and ensure standardized and stable systems.

**Expected outcomes:**
- More informed planning and decision-making
- Greater ease of use of IT systems throughout the enterprise
- Improved asset and configuration management (maintaining and monitoring a documented baseline of users, processes, hardware, and software)

3. **Solidify a project and portfolio management methodology**

Ensure stakeholders receive the highest quality and expected results in the delivery of technology solutions utilizing best practices.

**Expected outcomes:**
- Established, communicated and documented project management processes
- Increased visibility for stakeholders to project resource requirements and timelines
- Established centralized repository for tracking and reporting on all IT projects and contracts

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*Durham County serves a population of nearly 270,000, home to Research Triangle Park and considered one of the fastest growing regions in the country.*
Concluding Remarks

The goals and initiatives presented throughout this Strategic Plan have come from conversations with departments throughout Durham County Government. Our goal was to ensure that the strategic plan reflects the “voice of the customer” and that the planning process captured the expectations and preferences of stakeholders within departments throughout the County.

While no strategic plan can prescribe the future perfectly, especially in the complex and fast-changing world of technology, this plan provides a guiding framework around IS&T’s work and efforts toward improving the way it serves its stakeholders. This information combined with information gleamed from other sources including departmental strategic plans, legislative/regulatory activities, and analysis of technology trends, has provided the strategic framework for the three-year plan. Of utmost importance, the plan took into account the County’s overarching mission and vision with an eye toward furthering the goals and objectives as laid out by the County Manager.

In subsequent years, IS&T will re-visit the plan and make updates to it, as needed, to reflect changes in County priorities and/or initiatives.
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- Durham County Library

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Contact

If you have questions or comments please e-mail dcoechstratplan@dconc.gov

Or write to:

Durham County Government IS&T Department
200 E. Main St. 5th Floor
Durham, NC 27701