



Work and Performance Plan FY2022 (ITS)

Keith Gregg, Information Technology Services



SECTION 1: DEPARTMENT KEY INITIATIVES

Key Initiative #1 -- Protect and Secure County Technology

Link to Strategic Business Plan:

No

Description:

Improve system security, data security and disaster recovery capabilities to provide the County with a trusted technology platform for its critical business operations.

- Protect and control County data and other technology assets
- Redesign and implement more secure and highly available enterprise network architecture
- Maintain a multi-year refresh cycles on infrastructure equipment (e.g. Network and compute devices)
- Mature Asset Management

Rationale:

- Effective Risk Management Requires a Secure Business Platform

Completion Date:

Objective ITS.1.1 - Improve system security, data security and disaster recovery capabilities to provide the County with a trusted technology platform for its critical business operations: Multi-Year Objective

Objective ITS.1.2 – Mature IT Asset Management - Multi-Year Objective

Updates/Project Milestones:

Successful completion of the following milestones in FY22:

Objective ITS.1.1 - Improve system security, data security and disaster recovery capabilities to provide the County with a trusted technology platform for its critical business operations

Strategy ITS.1.1.A - Protect and control County data and other technology assets

- Mature Monitoring
 - On board Other applications (Tier 2-3) as prioritized.
 - Develop operational procedures incident response of alerts for Tier 2-3
- Build SOC (Security Operations Center):
 - Complete operating model for 8-5 support
 - Implement and configure iSensor for managed security monitoring
- Conduct HIPAA Security Risk & Privacy Assessment (Agió)
- Conduct annual cyber security table-top exercise

Strategy ITS.1.1.B - Redesign and implement more secure and highly available enterprise network architecture

- Implement ISE & DNA (Identity Services Engine & Digital Network Architecture): Ongoing upgrade of network equipment and on board onto ISE and DNA
- Implement Software Defined Network Roadmap (Outside In)

Strategy ITS.1.1.C - Ensure the protection and reliability of systems by maintaining current County systems, end user devices and infrastructure equipment

- Multi-year refresh cycle of infrastructure equipment
- Network Evergreen
- Improve Network Security Capabilities



- DNS – Upgrade / Replacement
- New Firewalls
- SSL Encryption
- County Voice UCX and Unity Upgrade
- DR for Voice (if prioritized and funded)

- Multi-year refresh cycle of End User Devices
- Implement PC Evergreen with End-point IT Security Controls
- Maintain application releases specifically for end-point Windows devices and infrastructure devices (firewalls, switches, etc.)

Objective ITS.1.2 – Mature IT Asset Management

Strategy ITS.1.2. A - Strengthen collaboration and partnership with Departments which have and manage IT functions while dramatically accelerating IT Asset Management

- Mature Asset Management Capability
 - Finalize asset management policies and procedures (drafted in FY21, pending policy approval process)
 - Develop capabilities and implementation roadmap leveraging new ITSM / ITAM platform
 - Conduct audit of technology assets

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.

Director Comments: (Year-end)

Executive Team Comments: (Year-end)



Key Initiative #2 -- Mature the ITS Organization

Link to Strategic Business Plan:

No

Description:

Create a sustainable plan, that builds expertise, reduces contractor dependency and maximizes the County's resources while maturing our methods, practices and processes.

Rationale:

- Improve the IT capabilities critical to the County's future: Enterprise Master Data Management and Enterprise Architecture, Software Development, Integration & Testing, and IT Service Management.

Completion Date:

This is a multi-year objective.

Updates/Project Milestones:

Successful completion of the following milestones:

Objective ITS.2.1 - Create a sustainable plan IT Service Model, that builds expertise, reduces contractor dependency and maximizes the County's resources while maturing our methods, practices and processes

Strategy ITS.2.1.A - Ensure strategic alignment and governance structure that enables IT services to deliver value to the business

- Governance: Conduct quarterly IT Governance Meetings to receive executive leadership alignment and priorities
- Governance: Collaborate with business partners to establish and enforce contracting policies and governance of technology vendors
- Governance: Collaborate with Procurement, Office of Management and Budget, and Finance on governance of IT purchasing

Strategy ITS.2.1.B - Build relationships with our business partners based on demonstrated IT value to deliver the planned and budgeted project portfolio

- Portfolio Management: Continue full portfolio health and security assessments/ rationalization/organization
- Portfolio Management: Develop multi-year strategy to road map rationalization of enterprise portfolio

Strategy ITS.2.1.C - Implement and drive maturity of an operating model that utilizes a consistent methodology and is focused on continuous improvement of service delivery

- Mature MDM:

Continue to leverage data lake and enterprise data models to establish master data attributes and reference links.

- Mature Quality:

Mature Test Data management tool utilization

DevOps: Kaizen Team Continuous Improvement of Agile – Code Quality Metrics

- Mature ITSM

ITSM / ITAM Replacement (Create capabilities focused on provisioning Asset Mgmt. and End-point Device Mgmt.)

- Mature Service Delivery

Implement Static Code Analysis and establish standard code metrics

Implement Security Vulnerabilities dashboard and reports

Implement GIT as the standard code repository



Strategy ITS.2.1.D - Maximize IT-related resources, optimize return on investment and provide high value IT services in a cost-effective manner

- Develop a multi-year cost plan for technology
- Optimize our Azure spend by re-architecting our backup disk strategy

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.

Director Comments: (Year-end)

Executive Team Comments: (Year-end)



Key Initiative #3 -- Build a Resident Responsive Platform

Link to Strategic Business Plan:

No

Description:

Establish a technology architecture composed of essential building blocks needed for future County initiatives by simplifying, integrating and reducing redundancy where applications, data, and enabling platforms in the current technology portfolio can be expanded to provide enterprise-wide capabilities.

Rationale:

Leverage our resident responsive platform to connect, empower and serve.

Completion Date:

Multi-Year Objectives

Objective ITS.3.1 - Develop a resident focused platform that provides digital communication and collaboration and connects our systems, processes, and people

Objective ITS.3.2 - Empower County departments and residents with relevant, accurate, timely, and actionable information

Objective ITS.3.3 - Serve by delivering a consistent, positive, customer service experience that is seamless, simple, anytime and anywhere

Updates/Project Milestones:

Updates/Project Milestones:

Successful completion of the following milestones:

Objective ITS.3.1 - Develop a resident focused platform that provides digital communication and collaboration and connects our systems, processes and people

Strategy ITS.3.1. A - Leverage enterprise platforms using cloud technology to optimize service delivery

- Evaluate leveraging cloud technologies for support, increased functionality, stability, high availability/disaster recovery for critical enterprise applications
- Complete HHS Case Management (Phase 1)
- Implement CRC 2 Queuing System
- Implement Finance Advantage to the Cloud
- Develop AOC Integration & Data Sharing Roadmap
- Implement CJS integration with Tyler Systems for AOC eWarrants
- Develop Domain Project Roadmaps

Strategy ITS.3.1. B - Create a single view of the resident to optimize service delivery

- Implement integrated service portal for HHS Employees (Case management)
- Support business strategy to leverage integrated service portal for HHS customer (Single View)

Objective ITS.3.2 - Empower County departments and residents with relevant, accurate, timely, and actionable information

Strategy ITS.3.2. A - Improve data management through centralization to enable data analytics and ease of data access

- Data governance audit and begin implementing data audit recommendations
- Replace legacy SAP analytics software with data lake, power BI and SSRS
- Complete data audit recommendations

Objective ITS.3.3 - Serve by delivering a consistent, positive, customer service experience that is seamless, simple,



anytime, and anywhere

Strategy ITS.3.3. A - Improve community outreach with technology that is modern and has a simplified user experience that will enable self-service functionalities

- Conduct discovery efforts to extend single view portal to community business partners
- Enable additional Community Resource Center locations - queuing, service points, announcements, SMS, digital signage
- Implement MeckNC.gov Platform Migration & Redesign

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.

Director Comments: (Year-end)

Executive Team Comments: (Year-end)



Key Initiative #4 -- Mature IT Vendor Risk Management

Link to Strategic Business Plan:

No

Description:

Mature IT Vendor Risk Management: IT Contracts & Procurement, Vendor Mgmt., IT Risk Management

Rationale:

Mecklenburg County ITS has established an IT Vendor Management program to govern its processes and procedures with respect to ongoing oversight and monitoring of third parties from whom Mecklenburg County acquires technology products and/or services. This program is intended to mitigate potential risks and ensure County partners are aligned the County's risk management strategies and technology requirements.

Completion Date:

This is a multi-year initiative.

Updates/Project Milestones:

Successful completion of the following milestones in FY22:

- Establish IT vendor management risk policies and procedures (Target: FY22-FY23)
- Assess enterprise technology spend with vendors, (Initial assessment complete; annually updating)
- Ensure IT contracts are aligned to IT requirements and risk management strategies (Implemented for all new and renewal contracts; target FY22 for new, renewals and critical contracts not up for renewal)
- Maintain the IT vendor portfolio of current providers of County technology products or services (Initial portfolio complete with all technology vendors by department/type/criticality tier/spend, FY22 update data)
- Conduct vendor risk assessments: compliance, performance, reputation (FY22: First risk assessment for critical vendors targeted)
- Identify technology risks mitigations or remediation to include in vendor performance improvement plans (target FY23)

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #5 -- Equity and Inclusion Initiative

Link to Strategic Business Plan:

Yes

Description:

Continue the implementation of the County's Equity Action Plan.

Rationale:

Mecklenburg County is committed to addressing its racial inequities through an intersectional analysis. In order to become a more equitable institution, strategies must be implemented and enforced that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County has partnered with the Government Alliance on Race and Equity (GARE) to create both a racial equity training curriculum for County staff, an Equity Action Toolkit and a three-year enterprise-wide Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continue to implement the agreed upon action items identified in the Equity Action Plan despite COVID-19.

Completion Date:

This is a multi-year project (FY2020-FY2022).

Updates/Project Milestones:

Continue implementation of the County's Equity Action Plan that were postponed due to COVID-19:

- Continue rollout of "Advancing Racial Equity Training" for all County employees to enhance abilities to advance racial equity.
- Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training and to initiate development of department specific equity action plans (pending further guidance from the County Manager's Office); and
- Provide training on Racial Equity Tool usage to County mid-senior management.

Implementation of FY22 Equity Action Plan items for those departments with specific accountabilities.

Outcomes/Measures:

End of Year Reporting

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**