



FY 2023-2025 Business Plan

Information Services

FY 2023-2025 Business Plan

Information Services

The Wake County Information Services (IS) Department serves the public by providing innovative, reliable, and responsible technology solutions. The department is the central technology provider for County departments, external governmental agencies, and our residents. Services provided include a secure IT infrastructure with reliable and scalable public safety radio, network, telephony, hardware, and software platforms that support countywide mission-critical applications and services. IS collaborates with County executives, departments, and industry partners to continuously implement and maintain modern solutions that enable easy access to County services. As a custodian of the County's data and technology platforms, the department strives to make information and services easily accessible to customers and visitors of Wake County.



| Year | Digital Counties Survey Award | Population Category |
|------|-------------------------------|---------------------|
| 2020 | 2 nd Place | 1 million or more |
| 2019 | 5 th Place | 1 million or more |
| 2018 | 2 nd Place | 1 million or more |
| 2017 | 3 rd Place | 1 million or more |
| 2016 | 1 st Place | 1 million or more |
| 2015 | 4 th Place | 500,000 – 999,999 |
| 2014 | 8 th Place | 500,000 – 999,999 |
| 2013 | 8 th Place | 500,000 – 999,999 |
| 2012 | 10 th Place | 500,000 – 999,999 |

Wake County is consistently recognized as an innovative, nationwide technology leader among large counties, achieving a top-five ranking in the Digital Counties Survey since entering the population category of one million or more residents in 2015. During that period, the County achieved a first-place finish in 2016 and a second-place finish in 2018 and 2020. The Digital Counties Survey is an annual competition sponsored by the National Association of Counties and the Center for Digital Government. The award recognizes counties across the U.S. for their use of technology to improve government services, encourage collaboration, and enhance cybersecurity.

Annually, the IS department develops a technology strategic plan in alignment with County Board and departmental goals and industry trends. The focus for this planning period (fiscal years 2023–2025) includes a priority on modern and reliable technology platforms, the ever-increasing cyber security threats to our platforms, the effective and efficient use of the County's data, and workforce technical development and support. Specifically:

- **Technology Lifecycle Management:** Provide modern and reliable technology infrastructure and applications that support County business needs and ensure public safety.
- **Security and Risk Management:** Maintain the confidentiality, integrity, and availability of the County's technology infrastructure and records.
- **Data and Analytics Services:** Facilitate data driven decisions based on timely, reliable, and accurate data.
- **Organizational Technology Training and Support:** Provide technology support, consulting, change management, and training services to the County's business units and employees.

Department Overview

Our Vision: We strive to be recognized and valued for collaboration and leadership in the delivery of resident-centric solutions.

Our Mission: We serve our residents by providing innovative, reliable, and responsible technology solutions.

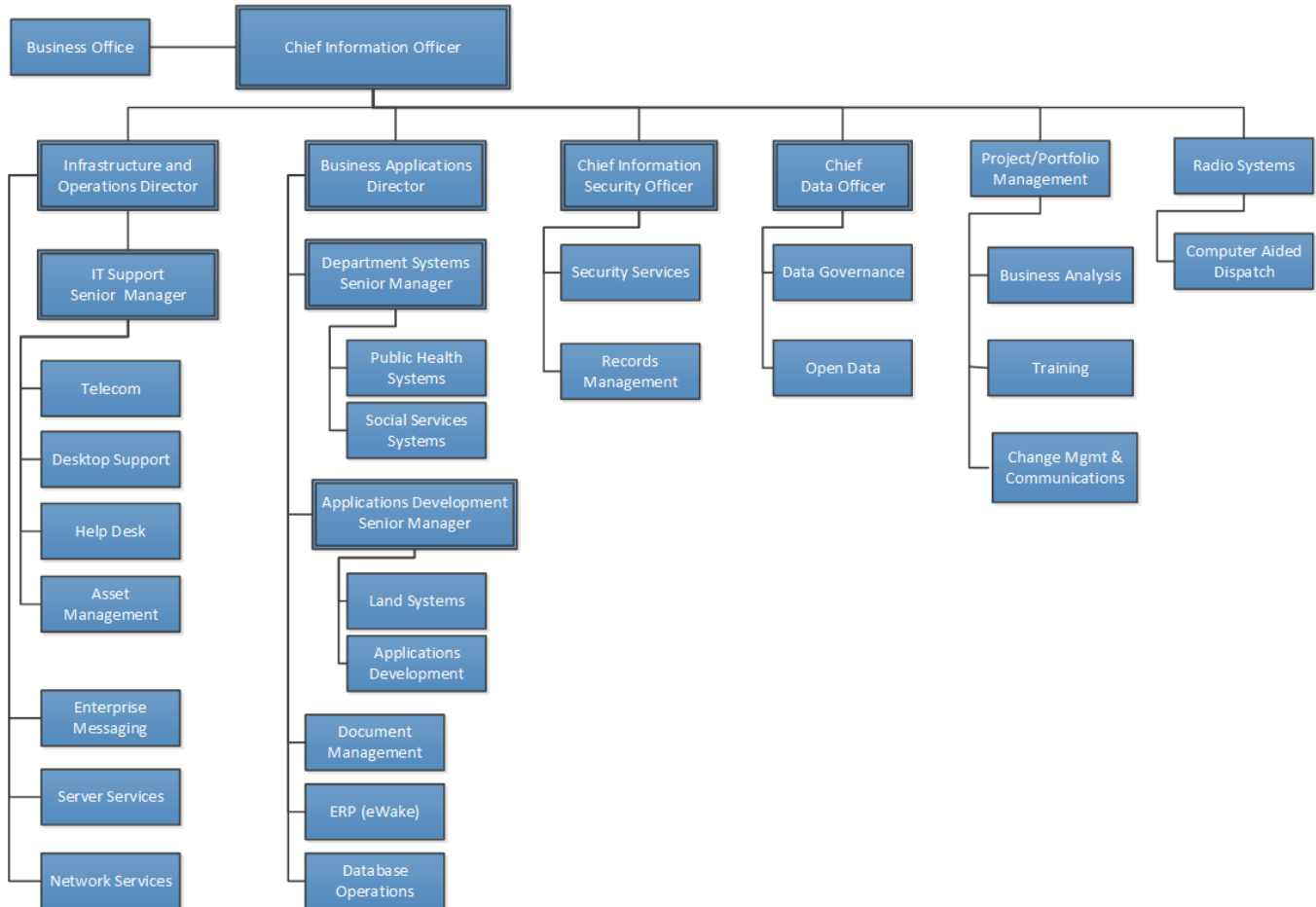
Department Values:

- *Leadership:* We demonstrate, through communications and actions, our commitment to success.
- *Innovation:* We value and encourage creative problem solving and the implementation of new solutions.
- *Collaboration:* We recognize the value of partnerships and seek participatory solutions whenever possible.
- *Reliability:* We build dependable products and services that our customers and residents can rely on to accomplish their goals.
- *Agility:* The solutions we create, and the process by which we create them, are flexible and are adaptable to change.
- *Customer Satisfaction:* We go above and beyond all customer expectations in the delivery of services and products.

Governing and Guiding Documents

- *Comprehensive Plan:* In FY 2008, the Wake County Information Services department developed a master plan that detailed the capital projects the County should plan for over the next ten to fifteen years for the 800 MHz radio and paging platforms the County operates. Projects funded and completed since the adoption of the master plan include replacement of the Alphanumeric paging infrastructure and pagers, replacement of the Tone and Voice pagers, channel capacity upgrades to several tower sites, replacement of the County mobile and portable 800 MHz radios, and lastly replacement of the County's radio system platform with a digital, P25 standards-based system. The master plan also established future year replacement funding in the County's public safety CIP for components that have recurring replacement cycles.
- *Interlocal Agreement:* Wake County Information Services utilizes interlocal agreements (ILAs) to provide operational support, maintenance, and fiscal oversight of the public safety technology platforms the County is responsible for:
 - ILA between Wake County and City of Raleigh regarding the procurement, funding, and ownership of the Computer Aided Dispatch and Mobile Data system for interoperable public safety communications.
 - ILA between Wake County and the Town of Cary governing the shared use of 800 MHz Radio System Infrastructure owned by the Town of Cary.
 - ILAs between Wake County and several municipalities, Wake Technical Community College, Raleigh Durham International Airport, Wake County Public School System, NC State University, the FBI, the Bureau of Alcohol Tobacco and Firearms, and transportation entities (GoTriangle, GoRaleigh, NCSU Wolfline), regarding the use and support of the 800 MHz Radio and/or Computer Aided Dispatching systems.

Our Department At-a-Glance



In the FY2022 adopted budget, Information Services gained four new FTEs and one FTE restored from a prior year reduction. One position (Solutions Development Director) was eliminated as a reduction, and two positions (IT Project Manager/Innovation Partners) were moved under the Strategy, Performance, and Innovation Director within the County Manager's Office.

Decentralized Technical Services Units

The County has technical service units and staff across the County that operate outside the direct management of IS. These units support the Libraries, Parks, Geographic Information Services, General Services Administration, Register of Deeds, Board of Elections, Finance, Budget, Human Resources, and Sheriff's Office. In addition, Computer System Administrator staff in Emergency Medical Services, City-County Bureau of Identification, and Environmental Services support the applications and technical environments of their respective departments. While these staff are decentralized, they collaborate with IS on technology projects and utilize the consolidated technical infrastructure in the County's data centers, including enterprise services such as email, networking, file and print services, and security services. They utilize the enterprise project and application portfolio management tool and participate with IS staff in project review meetings, resulting in increased project success.

The Chief Information Officer has oversight responsibilities for information systems and services throughout the County and consults with departments to ensure the services and systems are effectively supporting their business goals and needs. The Director and IS staff work collaboratively with departments by providing technical consultation and backup as required. Service Level Agreements are negotiated to manage relationships with larger departments that have more complex technology support needs.

| Turnover Rate | CY18 Actual | CY19 Actual | CY20 Actual | CY21 Actual |
|--------------------------|----------------|----------------|----------------|----------------|
| Wake County Government | 11.9% | 13.5% | 11.8% | 16.4% |
| Information Services | 11.1% | 11.1% | 10.0% | 6.5% |
| Business Applications | 9.5% | 12.0% | 7.1% | 3.6% |
| Customer Services | 3.3% | 16.1% | 12.5% | 9.4% |
| Human Services Systems | 37.5% | 25.0% | 0.0% | 16.7% |
| IS Administration | 25.0% | 0.0% | 0.0% | 0.0% |
| Solutions Development | 21.4% | 0.0% | 15.4% | 6.7% |
| Technical Infrastructure | 4.5% | 8.7% | 12.0% | 4.3% |

| Average Days to Hire | CY19 Actual | CY20 Actual | CY21 Actual |
|--|----------------|----------------|----------------|
| Wake County Government | 59 | 68 | 62 |
| Information Services | 44 | 66 | 61 |
| Definition: From the date positions were posted to date offer made or accepted, does not include continuous postings. | | | |

IT Staffing in the Research Triangle

The Raleigh area continues to be ranked as one of the best places to work in the IT sector in the nation. According to a new report by nonprofit tech trade association CompTIA, in December 2019, Raleigh was ranked as the #2 "tech town" in the United States. With massive tech employers like SAS, RedHat, IBM, Lenovo, and Citrix next door, the County has to be creative and earnest in its recruitment strategies to attract and retain highly competent staff.

Having just implemented a new Countywide classification and compensation structure, the County is better prepared to recruit IT staff by offering salaries that are directly in line with the private sector for key positions. The new structure makes County IT job titles consistent with private industry, creates new pathways for advancement within the IT department by adding senior levels to existing positions, and provides updated position descriptions. A successful market rate survey positively impacts IT pay bands which has greatly assisted with attracting IT talent. Partnerships with HR and external staffing agencies also aid in the hiring process.

Lastly, IS places significant focus on staff retention, promoting an excellent work-life balance, many training opportunities, tuition reimbursement, certification support, and a highly collaborative, fast-paced environment where people are encouraged to think outside the box. IS offers flexible schedules, telecommuting, and plenty of opportunities for career development and growth within the organization. The website countyhealthrankings.com has named Wake County the healthiest County in North Carolina for the past five years. This, coupled with a recently renovated workspace that includes modern upfits

such as dedicated collaboration areas and hoteling capabilities for the County's increasingly mobile workforce, has created an environment that allows staff to be more creative and enjoy coming to work every day.

Focusing on the right balance of incentives to attract top talent is a requirement for Wake County. In addition to competitive salaries, the County offers flexibility when it comes to where and when staff work (including permanent remote work options), training, and education assistance, as well as an attractive work life balance. In addition, over the past several years the IS Department has heavily utilized contractors and recruiting services to fill these difficult to hire positions. This has worked well for the most part, however contracting/direct placement services do come with recruiting fees that typically average around 20% of the median salary.

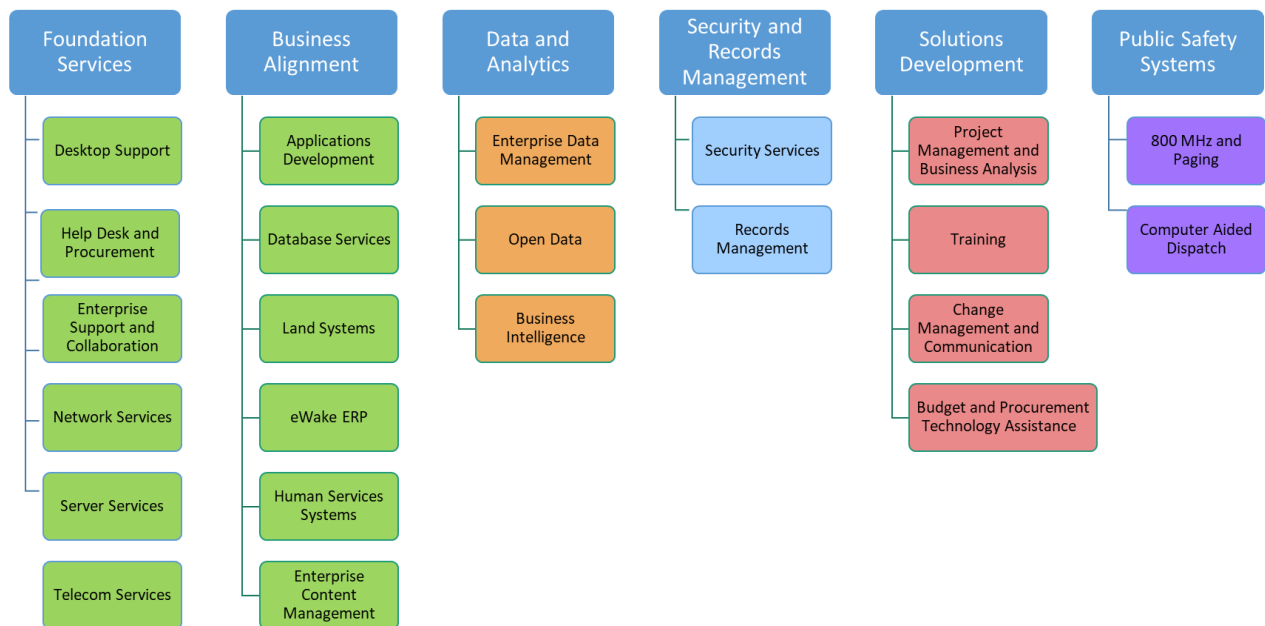
Budget Resources

| Revenues / Expenditures | Business Plan Type group | FY19 Actuals | FY20 Actuals | FY21 Actuals | FY22 Adopted |
|-------------------------|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Expenditures | Salary / Benefits | \$11,854,481 | \$13,663,602 | \$13,644,362 | \$14,469,177 |
| | Contractual Services | \$4,522,368 | \$4,307,659 | \$4,051,637 | \$6,362,963 |
| | Supplies, Materials and Other Charges | \$416,671 | \$330,849 | \$581,127 | \$667,567 |
| | Travel and Training | \$98,011 | \$71,618 | \$68,855 | \$69,932 |
| | Debt | - | \$1,114,394 | \$1,206,281 | - |
| | Capital Outlay | - | \$34,368 | - | \$19,800 |
| | Transfers Out | \$300,000 | - | - | - |
| | Total | \$17,191,531 | \$19,522,490 | \$19,552,262 | \$21,589,439 |
| Revenues | Charges for Services | \$65 | - | - | - |
| | Total | \$65 | - | - | - |

Department budgets in the General Fund may not have revenues and expenditures that match in total. Revenue collected directly by departments (if applicable) are shown as department revenue. For General Fund department expenditures that exceed revenues, the balance is offset by property and sales tax revenues budgeted centrally in Non-Departmental. Revenues and expenditures for Enterprise, Special Revenue, Internal Service and Debt Funds should match in total.

Core Services

1. Provide modern, resilient, and easy to use technology platforms.
2. Facilitate data driven decisions based on timely, reliable, and accurate data.
3. Provide consulting, training, and change management services.
4. Protect the confidentiality, integrity, and availability of the County's information assets.
5. Provision and maintain public safety platforms in support of first responders and citizens.



| | |
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| Core Service Name: | Provide modern, resilient, and easy to use technology platforms. |
| Description: | <p>Information Services provides and maintains foundational network, server, telecommunications, and end user computing environments in a resilient and recoverable manner. Technologies provided by Information Services are essential to everyday work performed by County staff, which underscores the importance of resilient design for consistent availability. These technology platforms serve all Wake County employees, which in turn, allows them to deliver services to County residents.</p> <p>In addition, Information Services also designs, develops, implements, maintains, and supports enterprise and business-specific software solutions using modern tools and best practices. These solutions include custom developed applications, as well as third party and hosted systems implemented to align with enterprise and business specific needs. These solutions are maintained in a manner that remains in sync with industry changes and trends, while ensuring compatibility with the overall IT environment. Much like the foundational technology, these solutions are delivered to all County staff and by extension to Wake County residents.</p> |
| Target Population, Customers, and/or Beneficiaries: | <p>Beneficiaries cross all County departments. Network connectivity, both inside County facilities and mobile data, server services, and Enterprise Messaging touch every County employee. Telecommunication services are provided to most County employees, including mobile device management and Call Center technology. Endpoint provisioning, patch management, and incident and request management platforms are used throughout the organization to provide robust and secure computing environments.</p> <p>Enterprise applications used by every County employee include the County's Enterprise Resource Planning and Electronic Content Management platforms. Business specific applications delivered include Billing and Collections, Revaluation, CAMA for Tax Administration, Electronic Health Records and Dental Practice Management for Health and Human Services, and Community Development software for both Community and Environmental Services. Many of these services are also directly consumed by residents of Wake County as well. Patient portals, clinical appointment reminders, secure electronic exchange of forms, and telehealth clinical services all benefit clients of Health and Human Services. Online submission of tax payments, customer portals, as well as online pet selection and adoption are public facing services offered by Tax Administration and Environmental Services.</p> |
| Desired Outcome(s): | <ol style="list-style-type: none"> 1. Dependable, modern, and accessible applications 2. Computer equipment and network resources that meet business needs 3. Flexible and feature-rich telephony platforms |
| Linked Performance Measures: (list, see performance measure worksheet for additional information) | <ul style="list-style-type: none"> • Number of virtualized applications and endpoints deployed to improve efficiency, support, compatibility, and security • Percent of time internet usage falls within allotted bandwidth • Percent of time requests for end user support are resolved based on published service level agreements per request priority • Number of devices enrolled in the County's mobility management platform • % of time phone services are available, excluding published maintenance periods |

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| Core Service Name: | Facilitate data driven decisions based on timely, reliable, and accurate data. |
| Description: | <p>Information Services maintains enterprise data integrity and fosters data-driven decision making through its management of an enterprise analytics platform and aWake analytics community.</p> <p>The Data Governance program implements data governance policies and best practices that focus on data accessibility, reliability, and reusability. The Open Data program provides datasets and data stories to the public. The aWake community offers an interactive collaboration space including office hours, training, and consulting support for data and analytics projects.</p> |
| Target Population, Customers, and/or Beneficiaries: | Beneficiaries include all departments, residents, and the general public. These services result in better decisions for the community through the availability of timely, reliable, and accurate data. To provide transparency to the public, the County maintains an Open Data portal to provide robust datasets and maps to the community. |
| Desired Outcome(s): | <ol style="list-style-type: none"> 1. Enterprise data management governance practices that support data driven decision making 2. Open data portal that supports public transparency and data storytelling |
| Linked Performance Measures: <i>(list, see performance measure worksheet for additional information)</i> | <ul style="list-style-type: none"> • Percent of datasets published against annual target • Percent of datasets updated on time • Open data new user growth |

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| Core Service Name: | Protect the confidentiality, integrity, and availability of the County's information assets. |
| Description: | <p>Information Services provides the design, implementation, management, and governance of the information security and records management programs that protect the confidentiality, integrity, and availability of Wake County's systems, services, and data as well as ensuring compliance with legal and regulatory requirements. By utilizing a proactive and collaborative approach, Information Services provides the framework for keeping information secure and available for authorized use while building effective relationships with County departments and external agencies and cultivating a security-aware workforce.</p> <p>These programs incorporate the following key functions:</p> <ul style="list-style-type: none"> • Information Risk Management: policy and procedure development, internal security and risk assessments, coordination of external assessments, risk remediation support, record retention assessments and consulting • Compliance: legal and regulatory requirements, control frameworks, record retention schedule management, industry best practices • Security Operations: security platform design, implementation, and administration, threat protection and monitoring • Incident Response: malware detection, threat analysis, incident and event management and remediation • Vulnerability Management: threat correlation and reporting, application assessments, infrastructure assessments, remediation support • Security Awareness: employee training, simulations, and newsletters |
| Target Population, Customers, and/or Beneficiaries: | Beneficiaries include all departments, staff, residents, and the general public. These services protect the data that is stored, transmitted, or processed by County services, including confidential and sensitive information to must adhere to legal and regulatory requirements. |
| Desired Outcome(s): | <ol style="list-style-type: none"> 1. Compliant management of critical business records 2. A "security-aware" workforce 3. Optimized security operations |
| Linked Performance Measures: <i>(list, see performance measure worksheet for additional information)</i> | <ul style="list-style-type: none"> • Percent of department/division records management consultations scheduled and completed • Number of countywide policies enrolled in the policy management tool • Percentage of users completing mandatory security awareness training |

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| Core Service Name: | Provide consulting, training, and change management services. |
| Description: | <p>Information Services provides a variety of services to the County's business units, including:</p> <ul style="list-style-type: none"> • Project management, business analysis and business process re-engineering services to the County leading to efficient implementation of initiatives and business operations • Development of requests for information, requests for proposals, contract management, and review of documentation with a technical component within a County department • Enterprise project and application portfolio management • Training on standard enterprise applications for County staff • Training on newly implemented enterprise tools and processes accessible to County staff • Organizational change management consultation and services, to County departments and staff, including a scalable process to facilitate and support organizational change |
| Target Population, Customers, and/or Beneficiaries: | Beneficiaries include all County departments and staff. The Enterprise Project and Application portfolio access allows County departments to track and maintain technology related projects and applications utilized by the department or County wide. Technical Training supports all Wake County staff on enterprise-wide applications. Change and communication management also benefits the entire County, ensuring the most accurate and up to date information is disseminated to departments and staff in a timely manner. |
| Desired Outcome(s): | <ol style="list-style-type: none"> 1. Comprehensive portfolio of projects and applications that ensures productivity, business continuity, and service delivery 2. Process and technology improvement that result from idea explorations and business issue evaluation 3. Well-trained and agile workforce that embraces organizational change |
| Linked Performance Measures: <i>(list, see performance measure worksheet for additional information)</i> | <ul style="list-style-type: none"> • Percent of project portfolio IT projects that met the target implementation date • Number of new applications added to the portfolio during the fiscal year • Number of technology solutions enhanced and implemented • Percentage of survey respondents that agree/strongly agree that they were aware of IT initiatives that affected them • Percentage of employees utilizing the tools and techniques after completing training • Number of employees trained on enterprise applications |

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| Core Service Name: | Provision and maintain public safety platforms in support of first responders and residents. |
| Description: | <p>Information Services is responsible for the coordination of multiple public safety technology platforms utilized by public safety first responders throughout Wake County. IS provides operational support, maintenance and fiscal oversight of the County's state-of-the art digital public safety radio communications system and paging systems. These systems are used for emergency communications between first responders in the field and in the emergency dispatch 911 centers. Support and oversight are facilitated by the technical administration and management of the platforms, as well as the maintenance and upkeep of the system infrastructure including fourteen tower sites located throughout the County.</p> <p>IS contracts with a local radio system service provider to assist with infrastructure management. In addition, IS staff working in partnership with the City of Raleigh, shares fiscal oversight and governance support for the Computer Aided Dispatch (CAD) and mobile data systems utilized in the Raleigh/Wake Emergency Communications 911 Center, the Wake County Sheriff's Office 911 center and the Holly Springs 911 center. CAD refers to the software and hardware that enables a 911 center to receive emergency calls, determine the location of the emergency and then send the appropriate emergency resources to the scene. Fiscal support and oversight are governed by an interlocal agreement between the City of Raleigh and the County executed in early 2017.</p> |
| Target Population, Customers, and/or Beneficiaries: | <p>Today, the public safety radio communications system and paging systems are utilized by approximately 40 agencies throughout Wake County, supporting over 7,500 radios and 3,000 pagers for emergency communications. Agency examples include County, municipal and regional public safety-first responders (fire/EMS/law enforcement), transportation entities (GoTriangle, GoRaleigh, GoWake, NCSU Wolfline), and County non-public safety agencies (General Services). The CAD and mobile data services supported by IS are in use by over 30 response agencies with about 1,550 mobile devices supported. Agency examples include three 911/dispatch centers (Raleigh/Wake Emergency Communication Center, Wake County Sheriff' Office 911 center, and Holly Springs 911 center), as well as County and municipal public safety-first responders (fire/EMS/law enforcement).</p> |
| Desired Outcome(s): | <ol style="list-style-type: none"> 1. Radio system call capacity, clarity, and coverage that supports emergency communications requirements 2. Computer aided dispatch (CAD) platform that promotes agency interoperability and supports Next Gen 911 applications |
| Linked Performance Measures: <i>(list, see performance measure worksheet for additional information)</i> | <ul style="list-style-type: none"> • 800 MHz radio system portable street-level radio Talk-in Digital Audio Quality of 3.4 • 800 MHz radio system portable street-level radio Talk-out Digital Audio Quality of 3.4 |

KEY DEPARTMENT INITIATIVES

STRATEGIC FRAMEWORK:

Information Services utilizes a PESTLE Analysis to guide its key initiatives and priorities. PESTLE is a framework of macro environmental factors that influence strategic management. This approach allows us to consider the outside forces (political, economic, social, technological, legal, and environmental) that drive our actions. Each year the department's senior leaders review the six factors, add new priorities to the analysis and adjust the influence level of each factor as needed.

PESTLE Analysis

| INFLUENCE: | | MODERATE | IMPORTANT | CRITICAL |
|---------------------------|----------|--|---|---|
| P Political | Factors | County/Department Core Values | BOC Goals | Department Business Plan Strategies |
| | Examples | accountability, continuous improvement, agility, customer service | data driven decision making, strong web and social media presence, access to affordable high-speed internet | supporting technology aspects of other departments' key initiatives |
| E Economic | Factors | Technology Supply Volatility | IT Hiring Market | County Fiscal Landscape |
| | Examples | hardware manufacturing delays | capacity to accomplish priorities, cloud v. on premise data storage, managed services, placement services | delayed project starts, staff limitations, County project priorities, consolidating support platforms for cost savings |
| S Social | Factors | Organizational Technology Literacy | County Growth Rate | Citizen Technology Expectations |
| | Examples | change management initiatives, user awareness | license and maintenance cost increases | website modernization, mobile first designs, public friendly apps, Open Data 2.0 |
| T Technological | Factors | Emerging/Disruptive Technologies | Hardware/Software Lifecycles | Maturing Technologies |
| | Examples | intelligent virtual agents, chatbots, artificial intelligence, low-code programming languages (Power Apps) | server/desktop hardware replacement, software patching | tax, billing, and collections systems rewrites, ERP replacement, 800 MHz north tower replacement, 800 MHz radio subscriber unit replacement |
| L Legal | Factors | Fed/State/County Regulations & Laws | Privacy and Data Protection Laws | Cybersecurity/Risk Compliance |
| | Examples | Criminal Justice Information Services (CJIS) network compliance | HIPAA and Payment Card Industry (PCI) compliance, records retention, NCDHHS requirements, data governance | phishing detection and response, security awareness training, Information Risk Management Core Team |
| E Environmental | Factors | Carbon Footprint/Green Initiatives | Disaster Recovery | Citizen Health and Public Safety |
| | Examples | paper use reduction, green equipment disposal, cloud computing | O365 Backup, county backup data center | 800 MHz north tower replacement, 800 MHz radio subscriber unit replacement |

KEY DEPARTMENT INITIATIVES



Department Initiative #1: Technology Lifecycle Management

Strategic Initiative Introduction:

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|--|---|
| Select your department: | 26 - Information Services |
| Enter your division (if applicable): | |
| Key Department Initiative Name: | Technology Lifecycle Management |
| Description (if applicable): | Provide modern and reliable technology infrastructure and applications that support County business needs and ensure public safety. |

Alignment:

| | | |
|---|---|---|
| Dept Strategic Plan: | PESTLE Analysis: Maturing Technologies, Hardware/ Software Lifecycles, Citizen Technology Expectations, Citizen Health and Public Safety, Department Business Plan Strategies | |
| Board Key Focus Areas (if applicable, check all that apply): | <input checked="" type="checkbox"/> Community Health & Vitality | <input checked="" type="checkbox"/> Great Government |
| | <input checked="" type="checkbox"/> Economic Strength | <input checked="" type="checkbox"/> Growth & Sustainability |
| | <input type="checkbox"/> Education | <input checked="" type="checkbox"/> Public Safety |
| Comprehensive Plan and Key Resources (if applicable, include hyperlinks): | <ul style="list-style-type: none">• 800 MHz Master Plan• Interlocal Agreements | |

Actions (Workplans):

| | | | |
|--------------------|---|----------------------|------|
| Action 1.1: | Replacement of 800 MHz mobile and portable radio subscriber units | | |
| Action Start Date: | FY29 | Est Completion Date: | FY31 |

| | | | |
|--------------------|-------------------------------|----------------------|------|
| Action 1.2: | North radio tower replacement | | |
| Action Start Date: | FY25 | Est Completion Date: | FY26 |

| | | | |
|--------------------|---|----------------------|------|
| Action 1.3: | Tax Administration systems projects: property tax system and CAMA Technical Rewrite, maintenance and upgrades, revaluation system maintenance, and upgrades, planning and permitting system | | |
| Action Start Date: | FY19 | Est Completion Date: | FY26 |

| | | | |
|--------------------|---|----------------------|------|
| Action 1.4: | Health and Human Services systems projects: public health system replacement, HHS automation, document management, HS Child Welfare Case Management | | |
| Action Start Date: | FY22 | Est Completion Date: | FY27 |

| | | | |
|---------------------------|--|-----------------------------|------|
| Action 1.5: | Implement O365 backup platform to provide additional safeguards against loss of data associated with email and collaboration tools | | |
| Action Start Date: | FY23 | Est Completion Date: | FY23 |

| | | | |
|---------------------------|---|-----------------------------|------|
| Action 1.6: | Enterprise Resource Planning system replacement | | |
| Action Start Date: | FY23 | Est Completion Date: | FY26 |

| | | | |
|---------------------------|---|-----------------------------|------|
| Action 1.8: | Implementation of a network printing solution replacement | | |
| Action Start Date: | FY23 | Est Completion Date: | FY23 |

Performance Measures (linked to this initiative):

| Performance Measure | FY 20 Actual | FY 21 Actual | FY 22 Projection | Target |
|---|-------------------------|-------------------------|-----------------------------|-------------------|
| Number of virtualized application and endpoint users to improve efficiency, support, compatibility, and security | - | - | 1,098 | N/A |
| Percent of time internet bandwidth usage does not exceed allotted bandwidth | - | - | 100% | 99% |
| % of time requests for end user support are resolved based on published service level agreements per request priority | - | 84.75% | 85% | 93% |
| # of devices enrolled in the County's mobility management platform | - | - | 2,017 | N/A |
| % of time phone services are available, excluding published maintenance periods | - | 99.17% | 100% | 99.5% |
| 800 MHz radio system portable street-level radio Talk-in Digital Audio Quality of 3.4 | - | - | - | <2.5% BER FDMA |
| 800 MHz radio system portable street-level radio Talk-out Digital Audio Quality of 3.4 | | | | <2.5% BER FDMA |

Resource Needs:

| Action | Briefly describe the potential resource needs | Fiscal Year | Cost Estimate (One-time) | Cost Estimate (Recurring) |
|---------------|--|--------------------|---------------------------------|----------------------------------|
| 1.1 | Replacement of radio subscriber unit | 2029 | \$14,657,241 | N/A |
| 1.2 | North Radio Tower Replacement | 2025 | \$2,000,000 | N/A |
| 1.6 | ERP System Consultant / ERP System Replacement | 2023 | \$7,000,000 | TBD |
| 1.4 | Child Welfare Case Management / EMP Public Health System Replacement | 2023 | \$9,200,000 | TBD |
| 1.3, 1.4 | 1 Database Engineer | 2023 | \$26,982 | \$135,576 |

| | | | | |
|-----|--|------|----------|-----------|
| 1.6 | 1 ERP Engineer FTE | 2025 | TBD | TBD |
| 1.3 | 1 IT Developer Engineer FTE | 2023 | \$31,232 | \$153,732 |
| 1.4 | 2 Business Analysts – Business Systems | 2023 | \$4,196 | \$208,248 |
| 1.8 | Network Printing Solution | 2023 | \$0 | \$40,000 |

Department Initiative #2: Security and Risk Management

Strategic Initiative Introduction:

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|--------------------------------------|--|
| Select your department: | 26 - Information Services |
| Enter your division (if applicable): | |
| Key Department Initiative Name: | Security and Risk Management |
| Description (if applicable): | Maintain the confidentiality, integrity, and availability of the County's technology infrastructure and records. |

Alignment:

| | |
|---|---|
| Dept Strategic Plan: | PESTLE Analysis: Cybersecurity/Risk Compliance, Privacy and Data Protection Laws, Disaster Recovery |
| Board Key Focus Areas (if applicable, check all that apply): | <input type="checkbox"/> Community Health & Vitality <input checked="" type="checkbox"/> Great Government <input type="checkbox"/> Economic Strength <input type="checkbox"/> Growth & Sustainability <input type="checkbox"/> Education <input type="checkbox"/> Public Safety |
| Comprehensive Plan and Key Resources (if applicable, include hyperlinks): | <ul style="list-style-type: none">• Information Risk Management Program Charter |

Actions (Workplans):

| | | | |
|--------------------|--|----------------------|------|
| Action 2.1: | Augment existing security operations to include supplemental managed services for phishing and endpoint threat detection and response. | | |
| Action Start Date: | FY23 | Est Completion Date: | FY23 |
| Action 2.2: | Implement a centralized SSL certificate management platform to aid in the inventory, management, and distribution of certificates across the Wake County environment. | | |
| Action Start Date: | FY22 | Est Completion Date: | FY23 |
| Action 2.3: | Implement a centralized retention schedule management platform to aid in the assessment and compliance against the 14 mandated record retention schedules that apply to County departments and services. | | |
| Action Start Date: | FY22 | Est Completion Date: | FY23 |
| Action 2.4: | Conduct risk assessments for all vendors who have access to county data and implement a requirement that vendors have a business- | | |

| | | | |
|--------------------|---|----------------------|------|
| | class email platform, multifactor authentication for email, email encryption, cyber liability insurance, and notification within 24 hours of any suspected or confirmed security incident or data breach. | | |
| Action Start Date: | FY22 | Est Completion Date: | FY23 |

Performance Measures (linked to this initiative):

| Performance Measure | FY 20 Actual | FY 21 Actual | FY 22 Projection | Target |
|---|--------------|--------------|------------------|--------|
| Percent of department/division records management consultations scheduled and completed | 62% | 87% | 90% | 90% |
| Number of countywide policies enrolled in the policy management tool | - | 376 | - | N/A |
| Percent of users completing mandatory security awareness training | 99.57% | 97% | 96% | 95% |

Resource Needs:

| Action | Briefly describe the potential resource needs | Fiscal Year | Cost Estimate (One-time) | Cost Estimate (Recurring) |
|---------------|---|-------------|--------------------------|---------------------------|
| 2.1 | Managed endpoint detection and response | 2023 | \$0 | \$301,000 |
| 2.1 | Managed phishing detection and response | 2023 | \$0 | \$115,000 |
| 2.2 | Service fee for SSL certificate management platform | 2023 | \$0 | \$5,000 |
| 2.3 | Retention schedule management platform | 2023 | \$20,000 | \$18,000 |
| 2.1, 2.2, 2.4 | 1 IT Security Engineer FTE | 2023 | \$2,098 | \$133,788 |

Department Initiative #3: Data and Analytics Services

Strategic Initiative Introduction:

| | |
|--------------------------------------|--|
| Select your department: | 26 - Information Services |
| Enter your division (if applicable): | |
| Key Department Initiative Name: | Data and Analytics Services |
| Description (if applicable): | Facilitate data driven decisions based on timely, reliable, and accurate data. |

Alignment:

| | | |
|--|---|--|
| Dept Strategic Plan: | PESTLE Analysis: BOC Goals, Citizen Technology Expectations | |
| Board Key Focus Areas (if applicable, check all that apply): | <input type="checkbox"/> Community Health & Vitality <input checked="" type="checkbox"/> Great Government <input type="checkbox"/> Economic Strength <input type="checkbox"/> Growth & Sustainability <input type="checkbox"/> Education <input type="checkbox"/> Public Safety | |
| Comprehensive Plan and Key Resources (if applicable, include hyperlinks): | | |

Actions (Workplans):

| | | | |
|--------------------|--|----------------------|-----------|
| Action 3.1: | Implement data governance, data warehousing, and ETL tools for enterprise data management and grow the Data and Analytics Team to support these efforts. | | |
| Action Start Date: | 7/1/2022 | Est Completion Date: | 6/30/2023 |

Performance Measures (linked to this initiative):

| Performance Measure | FY 20 Actual | FY 21 Actual | FY 22 Projection | Target |
|---|--------------|--------------|------------------|--------|
| Percent of datasets published against annual target | - | - | - | 90% |
| Percent of datasets updated on time | - | - | - | 90% |

Resource Needs:

| Action | Briefly describe the potential resource needs | Fiscal Year | Cost Estimate (One-time) | Cost Estimate (Recurring) |
|--------|---|-------------|--------------------------|---------------------------|
| 3.1 | 1 Data Governance Analyst FTE | 2023 | \$2,048 | \$103,656 |
| 3.1 | 1 Data Engineer FTE | 2023 | \$2,048 | \$116,376 |
| 3.1 | 2 Data Analyst FTEs | 2023 | \$4,096 | \$207,288 |
| 3.1 | Data Governance Tool | 2023 | \$197,000 | \$156,000 |
| 3.1 | Data Warehousing and ETL Tools | 2023 | \$25,000 | \$25,000 |
| 3.1 | 1 Data Analyst FTE | 2024 | TBD | TBD |
| 3.1 | 1 Data Analyst FTE | 2025 | TBD | TBD |

Department Initiative #4: Organizational Technology Training and Support

Strategic Initiative Introduction:

| | |
|--|--|
| Select your department: | 26 - Information Services |
| Enter your division (if applicable): | |
| Key Department Initiative Name: | Organizational Technology Training and Support |
| Description (if applicable): | Provide technology support, consulting, change management, and training services to the County's business units and employees. |

Alignment:

| | | |
|---|--|---|
| Dept Strategic Plan: | PESTLE Analysis: BOC Goals, Department Business Plan Strategies, Organizational Technology Literacy | |
| Board Key Focus Areas (if applicable, check all that apply): | <input type="checkbox"/> Community Health & Vitality <input type="checkbox"/> Economic Strength <input type="checkbox"/> Education | <input checked="" type="checkbox"/> Great Government <input type="checkbox"/> Growth & Sustainability <input checked="" type="checkbox"/> Public Safety |
| Comprehensive Plan and Key Resources (if applicable, include hyperlinks): | <ul style="list-style-type: none">Enterprise Project Management Office Charter | |

Actions (Workplans):

| | | | |
|--------------------|---|----------------------|------|
| Action 4.1: | Develop the aWake Data Academy, a cohort academy where participants increase their data literacy and proficiency with data analysis approaches and technical tools. | | |
| Action Start Date: | FY23 | Est Completion Date: | FY23 |

| | | | |
|--------------------|---|----------------------|------|
| Action 4.2: | Formalize the Solutions Development team as an Enterprise Project Management Office (EPMO) that will provide technology solutions identification and procurement services to County business units. | | |
| Action Start Date: | FY22 | Est Completion Date: | FY25 |

| | | | |
|--------------------|---|----------------------|------|
| Action 4.3: | Increase the number of technology trainers from 1 to 2 FTE in order to support the growing demand for employee training and provide additional training services. | | |
| Action Start Date: | FY23 | Est Completion Date: | FY23 |

| | | | |
|-------------|---|--|--|
| Action 4.4: | Implement an interactive security awareness community that provides resources to support good cyber hygiene in and out of the | | |
|-------------|---|--|--|

| | | | |
|--------------------|---|----------------------|------|
| | workplace, including opportunities to ask questions, engage in games and challenges, and compete against their peers to earn recognition. | | |
| Action Start Date: | FY22 | Est Completion Date: | FY23 |

| | | | |
|--------------------|--|----------------------|------|
| Action 4.5: | Implement a new organizational change management (OCM) service through the Enterprise Project Management Office. OCM manages the people side of change by applying a standardized process and tools that can be scaled to fit the complexity of the change to achieve the desired outcomes of the project or initiative. | | |
| Action Start Date: | FY23 | Est Completion Date: | FY23 |

Performance Measures (linked to this initiative):

| Performance Measure | FY 20 Actual | FY 21 Actual | FY 22 Projection | Target |
|---|--------------|--------------|------------------|--------|
| Percent of project portfolio IT projects that met the target implementation date | 42% | 43% | 50% | 45% |
| Number of new applications added to the application portfolio during the fiscal year | - | - | 25 | 30 |
| Number of technology solutions enhanced and implemented | - | - | - | - |
| Percentage of survey respondents that agree or strongly agree that they were aware of IT initiatives that affect them | - | - | 85% | 85% |
| Percent of employees utilizing the tools and techniques after completing training? | - | - | 50% | 50% |
| Number of employees trained on enterprise applications | 2352 | 2080 | 1609 | 1600 |

Resource Needs:

| Action | Briefly describe the potential resource needs | Fiscal Year | Cost Estimate (One-time) | Cost Estimate (Recurring) |
|--------|--|-------------|--------------------------|---------------------------|
| 4.1 | aWake Data Academy | 2023 | \$10,000 | \$5,000 |
| 4.2 | 1 IT Project Manager (Contract Negotiator) FTE | 2025 | TBD | TBD |
| 4.2 | 1 IT Senior Business Analyst FTE | 2024 | TBD | TBD |
| 4.5 | 1 IT Change Management Specialist FTE | 2024 | TBD | TBD |
| 4.3 | 1 Technology Trainer FTE | 2023 | \$2,098 | \$118,440 |