



**FY 2026-2028 Business Plan**

# **Information Technology**

**(Updated: January 2026)**

## Message from the CIO

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I am excited to present Wake County's IT Business Plan for 2025-2028. In this plan, we aim to take Wake County's digital business technology to new heights for the folks who live, work, play, and learn in Wake County. What's the vision? We believe that to provide the highest level of service to our community, we must begin with providing an excellent customer experience to our colleagues at the Wake organization.

Providing an excellent customer experience is the foundation of trust for a technology department. But IT staff must also build trust in other ways with partners within Wake. Why? **Trust is the foundation of partnership**. And **partnership** both with our community and our departments is the only way that truly transformative government technology happens, during a time when just about everything involves technology.

**Striving for excellence and Nurturing Health and Well Being** for employees are both Wake core values. And, aligning with those, in recent memory, IT employees chose **People First** as a department core value. But how can those values help us direct our actions?

It's well known that excellent customer service can only come from an excellent employee experience. And while leadership has a role in employee experience, a truly excellent employee experience can only be achieved through collaboration with our partners.

So, when County leadership, business partners, and IT are working on agreed-upon priorities with reasonable workloads and achieving great things together, work satisfaction climbs, and so does work output and quality.

Said another way, we believe that when we commit to providing great service, being great partners, and wrapping a bit of structure around that, not only will IT deliver more value and be more appreciated, but the typical IT employee's work life will be more satisfying and sustainable.

Accordingly, you'll see work transparency, establishing a staff time allocation model (known as "resource management" in the IT industry), partnership, and project management improvements emphasized in this plan.

Of course, Wake needs strong digital foundations (our Dependability value) and a willingness to innovate and try new things (our Growth Mindset value) in addition to that trust and partnership. We also need to prioritize county resources. So, this plan also emphasizes our stewardship of our ongoing updates of the County's core systems such as ERP and introduces a process with Budget and our County management to evaluate and prioritize departmental requests.

Our Wake County Commissioners have recognized that to take part in an increasingly digital society, you need broadband availability, broadband affordability, a device, and the knowledge to use it. I am proud that Wake has made significant strides in helping with broadband availability and device loans in our community, and it is my hope that we continue to benefit our residents with these and other public technologies.

Like all counties, we are eager to take advantage of advances in technology such as artificial intelligence (AI) and future technologies to benefit residents and employees, while avoiding the worst risks. We are

also interested in minimizing the number of applications in use at the County so that we can better support each one, and so that we can reduce complexity. To both ends, we are establishing processes to evaluate existing applications and to evaluate and teach people about new technologies.

It is an ambitious plan. But we believe strongly that it is a plan that will benefit both the Wake organization and the community we serve in years to come. We appreciate our partners and our community for their support and assistance in making these plans come true.

With gratitude,

--Jonathan  
Jonathan Feldman, MSM  
Chief Information Officer  
Wake County Information Technology

## Department Overview

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### Our Vision:

Our delivery of an excellent customer experience will establish a foundation of trust. We will work on agreed-upon priorities in order to achieve great things together, deliver more value, and make IT employees' work life satisfying and sustainable.

### Our Mission:

We serve our community by partnering to provide innovative, dependable, and customer-centric technology solutions.

### Our Customer Experience Commitment to our Business Partners:

IT delivers customer experiences that are easy, enjoyable, and exceed expectations.

### Our Values:



Approaching every task with a focus on people over processes



Challenging ourselves to continually grow as professionals and individuals



Accepting personal responsibility for providing reliable and high-quality interactions and services

### Comprehensive Plans:

- **GIS Strategic Plan** - GIS is a collaborative platform that supports the collection, sharing, and exchange of location-based information. As such, GIS underpins much of the collective organizational effort devoted towards the strategic priorities identified in the Wake County Board of Commissioners 2021 Strategic Goals, Objectives, and Strategies. Wake County recognized the need for the development of a GIS strategic plan to guide the GIS program over the next five years. This plan establishes a game plan to ensure that the GIS needs of the county are met and sustained.
- **Enterprise Data Strategy** - The data strategy is focused on data integration and use and is essential to Wake County with the overarching theme of enabling all Wake County business partners to use data to make informed decisions that improves services, drive innovation, and deliver better outcomes for our community. To achieve this mission, the County must be able to make these decisions with the data sources, staffing, tools, and support. The plan to support

Wake is inclusive of the following goals to drive consistency and quality in collection and utilization to support performance management:

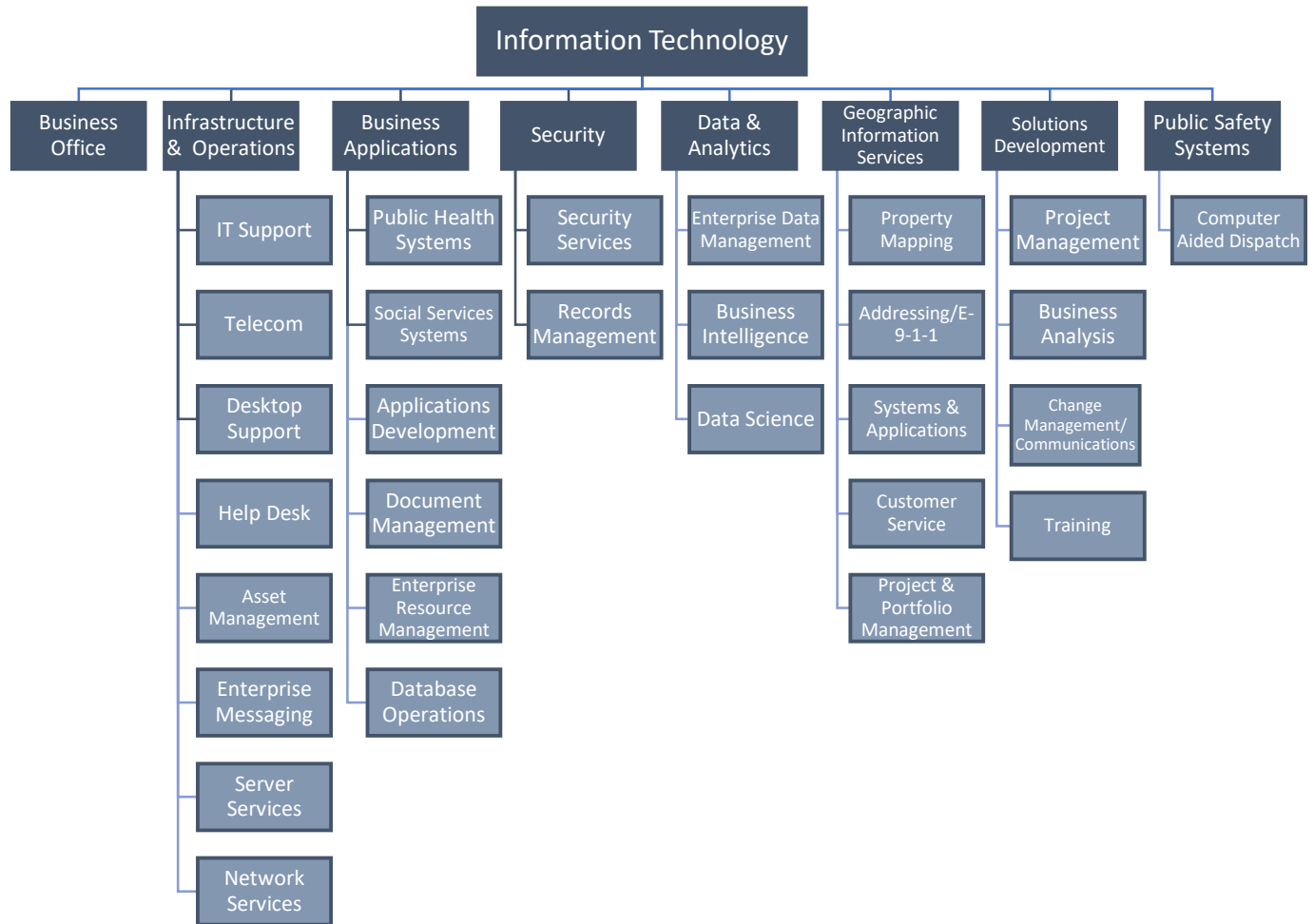
- Increasing data access
- Improving data management and governance practices
- Empowering use of data across the Wake organization

**Interlocal Agreements (ILAs):**

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 the 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:**



**Decentralized Technology Units**

The County has technology units and staff across the County that operate outside the direct management of IT. These units support the Libraries, Parks, 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 IT 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 IT staff in project review meetings, resulting in increased project success.

Effective July 2024, the Geographic Information Services (GIS) team, formerly a division within Community Services, joined IT.

## Strategic Priorities:



- **Communicate and Collaborate** – Enhancing channels of communication inside and outside of IT.
- **Mobilize and Modernize** - Prioritizing modernization and mobility to help our business partners to be efficient and help IT staff better support Wake County tools.
- **Reduce and Rationalize** – Reducing platforms to reduce complexity, as well as optimize time and funding spent maintaining platforms.
- **Secure and Strengthen** – Enhance security through employee engagement; continue to improve processes and technology; focus on resilience through testing of recovery systems.
- **Operate and Innovate** – Innovation happens on a platform of operational excellence and efficiency; operational efficiency can allow staff to focus on “what’s next”.

## Core Services

Core Services	Description	Outcome Statement(s)
<b>Business Assistance &amp; Consulting</b>	Provides expert advice in finding the right technology solution, tools, and training to align with business goals and objectives	Departmental collaborations for new and existing system improvements positively impacting the customer experience; exceeding expectations
<b>Digital Business Services</b>	Provides technology-driven solutions enabling business operations, decision making, location-based insights and customer engagement	Modern, dependable, and easy-to-use applications supporting business productivity and decisions
<b>Digital Foundations &amp; Operations</b>	Maintains the foundational infrastructure of the county's technology operations	Foundational IT systems are modern and operate efficiently and securely
<b>Security, Safety and Trust</b>	Activities to protect confidentiality, integrity, and availability of the county's information assets	Protection from harm, integrity of data and systems, and confidence in reliability

## Key Department Initiatives

IT KEY INITIATIVES	Description	Problem to Address
<b>Work Transparency &amp; Intake</b>	Visibility into workload distribution to support development of staffing models and management of new work to begin balancing our capacity with demands	<ul style="list-style-type: none"> <li>• Workload planning</li> <li>• Succession planning (eliminating/mitigating single points of failure)</li> <li>• IT continuously receiving 'urgent' technology expansion requests and puts IT in reactionary mode</li> </ul>
<b>Operational Excellence</b>	Foundational IT systems operate efficiently, securely, high in performance and quality by optimizing processes and delivering services leveraging new and innovative practices	<ul style="list-style-type: none"> <li>• Space to conduct meaningful experiments w/new technology</li> <li>• Technology roadmaps to get us to efficiency, modernization, and growth</li> <li>• Reduce and rationalize our portfolio of systems</li> </ul>
<b>Public Technology</b>	Ensure sustainability and promote growth in expanding our digital services for the Wake County community	<ul style="list-style-type: none"> <li>• Sustainment of current work and growth in public technology services</li> <li>• Current complexity in making changes (i.e., process for changing aliases)</li> <li>• Responder care and support needs</li> </ul>
<b>Trusted Advisor Partnerships</b>	Engagement over governance mindsight. Strengthen departmental partnerships so that the business thinks of IT first to be at the table with them in technology decisions	<ul style="list-style-type: none"> <li>• Large initiatives implemented without resources/schedule</li> <li>• IT balkanization</li> <li>• More customized systems vs COTS systems</li> <li>• IT being reactionary most of the time</li> <li>• IT not at table for business technology decisions</li> </ul>