



Work and Performance Plan FY2019 (ITS)

Keith Gregg, Information Technology



Key Initiative #1 -- Leverage Technology to Optimize Service Delivery Utilizing Quarterly IT Governance with Executive Leadership Team

Link to Strategic Business Plan:

No

Description:

Delivery IT Project Portfolio as described within the FY2019 Technology Reserve Capital budget while continuing to utilize Quarterly IT Governance Meetings with Executive Leadership team to:

- 1) Ensure enterprise objectives are achieved by evaluating stakeholder needs, conditions and options
- 2) Set direction through prioritized decision making
- 3) Monitor performance, compliance and progress against agreed-on direction and objectives
- 4) Seek executive leadership guidance on actions to address "cost neutral" challenge. With progress in the implementation of more enterprise solutions (see Key Initiative #4 below) expense cost shifts may be required (as noted in the March 2016 North Highland Total Cost Assessment) out of departments aligned with business benefits project deliverables to offset IT enterprise costs.

Rationale:

- Accelerate speed to strategic value utilizing quarterly governance

Completion Date:

- The FY 2019 Technology Reserve is \$9,100,000 The project portfolio was reviewed and approved at multiple County executive team meetings in Q4 2018. It will be reconfirmed at the June 27, 2018 Quarterly IT Governance meeting and reevaluated with County executive leadership each quarter.

FY19 Q1 – Schedule Quarterly Governance Meetings

FY19 Q1 –Commission and participate in external third-party Infrastructure Security Assessment of Mecklenburg County Sherriff Office

FY19 Q2 –Commission and participate in external third-party Infrastructure Security Assessment of Mecklenburg County Register of Deeds Office.

FY19 Q2 –Facilitate awareness and options to address risks identified in MCSO & ROD assessments

FY19 Q3 – Prepare and seek executive prioritization for FY20 IT Technology Reserve projects

Updates/Project Milestones:

- Quarterly IT Governance Meetings

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.



Key Initiative #2 -- Mature IT Service Organization

Link to Strategic Business Plan:

No

Description:

Continue efforts to mature the IT Services organization skills and capabilities within five critical disciplines: Enterprise Architecture, Business Systems Analysis, Software Development, Testing, & IT Service Mgmt.

- Maturity of IT Services Portfolio Management capability maturity
 - o Establish capture of business value for Capital (Technology Reserve) Projects
 - o Partner with Departments on actual business value (Soft, Hard) of each effort to ensure strategic alignment and goals achieved.
 - o Partner with IT Business Operations to define costs driven out of Partner departments budgets ----- (how to get to net-neutral)
- Enterprise architecture: Establish a data management prime initiative to develop a 'core competency' that is central to achieving "one view of ..."
 - o Mature Enterprise Architecture Discipline
- Establish standards and strengthen knowledge / adoption of Business Systems Analysis functional disciplines
 - o Strengthen Knowledge / Adoption of Business Systems Analysis Discipline
 - Establish Community of Practice
 - Establish standards
 - Leverage Processes and Tools
- Enhance the SDLC to meet the demands of software development in an 'as-a-service' future
- Standardize Testing as the new norm not an optional practice (minimize service disruptions and seek to eliminate enterprise risks)
- Improve organization's maturity in IT Service Management, architecture and testing to a 'high 3' (current state is L1). This shift is focused on moving from reactive to more proactive service management.
 - o Mature IT Service Management (Leverage Leading Service Management Practices)
 - Create Service Design and Transition Team
 - Implement Service Operations Function

Rationale:

- The Future State Requires a Mature ITS Organization

Completion Date:

Strategy & Planning:

FY19 Q1 – Identify and Collect Application Portfolio Management (APM) Attributes

FY19 Q1 – Baseline KPIs

FY19 Q2 – Q4: Quarterly meetings with Development Directors

FY19 Q2 – Define Application Portfolio Management (APM) Approach & Governance

FY19 Q2 – Q3: Introduce and incorporate "new" SDLC Processes in Business Systems Analyst & Technical Project Managers day to day work structure

FY19 Q3 – Update Cherwell with Application Portfolio Information (Proof of Concept)

FY19 Q3 – Agile Methodology Training for Business Systems Analysts Team

FY19 Q4 – Project Management training for Technical Project Management Team

FY19 Q4 – Technical Project Managers obtain Project Management Professional (PMP) Certification



IT Quality Services:

- FY19 Q1 – Inventory Regression Test Suites for each domain
- FY19 Q1 – Inventory Test Environments for each domain
- FY19 Q3 – Onboard ALM/Quality Center
- FY19 Q4 – Identifying and evaluating additional Test Automation Tools
- FY19 Q4 – Evaluating Performance Testing Tools
- FY19 Q4 – Develop Test Automation Framework
- FY19 Q4 – Creating additional Operational/Tactical KPIs
- FY19 Q4 – Develop Test Data Management Strategy and Buildout Framework

IT Service Management:

- FY19 Q1 – Complete remediation actions for internal audit recommendations for Change Management process
- FY19 Q1 – Update Standard Operating Procedures (SOP) for Major Incident/Problem Management
- FY19 Q1 – Disaster Recovery – Update ITS COOP
- FY19 Q1 – Update Knowledge Article template in Cherwell
- FY19 Q2 – Disaster Recovery – Add/Update ITS Section to Department COOPs
- FY19 Q1 – Q4: Implement Customer Service Best Practices & Department Engagement (i.e. Call Monitoring, Quarterly Meetings w/Departments, etc.)
- FY19 Q2 – Q4: Expand/Baseline KPIs for IT Service Desk and Desktop Support & Deployment
- FY19 Q2 – Q4: Develop Event Management and Major Incident/Problem Management Framework
- FY19 Q2 – Q3: Build out Knowledge Management Framework
- FY19 Q4 – Evaluate Cherwell as overall Knowledge Management System

IT Continuous Improvement Initiatives:

- FY19 Q1 – Q2: Updating Software Development Lifecycle (SDLC)

Updates/Project Milestones:

Establish a Process Excellence team structure chaired by an IT division director. IT division director will facilitate teams efforts to closely examine the IT Services Systems Development Life cycle methodology and processes seeking continuous improvement. Additional focus on fundamental ITIL Service Management practice mature. Initial areas of focus are Change Management, Incident & Problem Management, as well as proactive customer service engagement. Hold frequent (weekly, monthly, quarter) working meetings as well as overall IT Services update meetings to align staff with areas of focus as well as progress.

Outcomes/Measures:

End of year reporting ONLY

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Key Initiative #3 -- Secure Business Platform

Link to Strategic Business Plan:

No

Description:

Providing the County a reliable and Secure Business Platform will require changes in infrastructure, recovery capabilities, solution delivery, testing practices and support services.

Continue efforts to address enterprise IT security priorities:

- Policy Management & Prevention
 - o Records Request/eDiscovery
- Security Incident & Event Management System (SIEM) Replacement
 - o Threat Detection
 - o Event Management
- Increase Data Loss Prevention
 - o Data in Motion
 - o Data at Rest
- Consolidation & Rationalization of Data Environments
 - o Implement Network Segmentation
 - o Database Consolidation
- Streamline and Simplify Datacenter Infrastructure
 - o Hyper-Convergence
 - o Server Virtualization

Rationale:

- Develop application and IT infrastructure recovery plans on a common understanding of essential functions supporting county services
- Secure data and system operations from malicious intrusion and unauthorized use
- Establish executable disaster recovery capabilities
- 'Harden' the IT infrastructure against malicious attack, catastrophic mistakes or natural disasters

Completion Date:

Category: Policy & Prevention Current State: Manual, error prone process. Target State: Enable the organization, redaction & publication of requested information Project: eDiscovery Target Goals: Live: Q1 initial implementation. FY19: Q3 Completion (Text)

Category: End-Point Current State: Aging Infrastructure Target State: Stability, Reliability, Security & Business Continuity: ¼ of enterprise PC technology refresh Project: FY19 Evergreen Project Target Goals: FY19 Q1 – Q4

Category: End-Point Current State: County-wide Communications at risk due to end-of-life radio equipment Target State: Replace equipment with new, modern technology that will supports over 1500 Paid and Volunteer Staff at MEDIC, County Fire, and Fire Marshal Offices Project: Motorola Radio Replacement Project Target Goal: FY19 Q2

Category: End-Point & Security Operations Current State: Does Not Exist Target State: Implementation of Meck County physical security command center Project: Meck County Security Force Radio Project Target Goals: FY19 Q3

Category: Security Operations & Monitoring Response Current State: Unprotected Environment - Limited visibility into activities across the network that could help us mitigate our threat exposure. Target State: Provide real-time analysis of security alerts (potential threats) generated by applications and network hardware Project: SIEM Tool Replacement Target Goals: Live: Q2 initial implementation FY19: Continued integration of various data sources



Category: Security Operations & Monitoring Response Current State: Unprotected Environment Target State: This software will limit the level of vulnerabilities and unknown presence inside our network. HIPAA and PCI compliance require that we scan our entire network for vulnerabilities. Project: Vulnerability Scanning Licenses Target Goals: Rollout: Phased deployment. Target completion by Q4 FY19

Category: Security Operations & Monitoring Response-Prevention Current State: Fragmented asset mgmt. solution Target State: Gain visibility, compliance, and control of County-wide IT assets. Project: Asset Management System Implementation Target Goals: Live: Q3 initial implementation FY19: Continued integration of County-wide data sources

Category: Network Current State: Unprotected Environment -unmanaged connections through the wall outlets or wireless for staff, public or guest. Target State: Protect against unauthorized network access: Apply and enforce access policies across all access points to the County's network. Project: Network Access Controller Target Goals: Initial implementation Q1 FY2019 and phased rollout over next 5 years

Category: Network Current State: County Service Interruption Risk. End-of-Life & End-of-Service infrastructure jeopardizes network reliability & security. Target State: Stability, Reliability, Security & Business Continuity: Replace aging, end-of-life switch / router equipment Project: Network Evergreen Refresh Target Goals: Initial implementation Q1 FY2019 and phased rollout over next 5 years – 20% replacement goal for FY19

Category: Network Current State: Old End-of-Life Analog VHF/UHF Pager Repeater System Target State: Replace with New Digital Network Infrastructure Located at 6 Tower Sites - Added to LEC (Law Enforcement Center) and Belhaven to expand coverage Project: VHF/UHF Pager Replacement Target Goals: FY19 Q2

Category: Application Current State: Unprotected Environment. Target State: Hack Attack Prevention: Leading practice to deterred unauthorized system access by verify the user's identity for a login or other transaction Project: Multi factor Authentication Target Goals: Q3 2019 Completion

Updates/Project Milestones:

Category: Application – Prevention (Asset MGT) Current State: Service Interruption/Unprotected Environment - Lack of an SCCM platform decreases ability to push security patches, standard images. Target State: Enables administrators to manage the deployment and security of devices and applications across an enterprise. Building block for Asset Mgmt. Project: SCCM Re-engineer Target Goals: FY19 Q2

Category: Application Current State: Business continuity risk Target State: Full redundant off-site (cloud) disaster recovery solution addressing material business continuity gap. Project: PeopleSoft DR Test with Oracle Cloud Target Goals: FY19 Q3

Category: Application Current State: Exposed secret keys Target State: Encryption of configuration files to protect application passwords Project: Secret Key Management (Azure Key Vault) Target Goals: FY19 Q3

Category: Application Current State: Security vulnerabilities Target State: Upgrade to win2016 standards Project: Upgrade domain to win2016 functional level Target Goals: FY19 Q3

Category: Application – Ops and Monitoring Current State: Reactive support Target State: Provides real-time application & network performance monitoring. Allows us to be proactive rather than reactive to network outages & application service Project: Consolidate Network and Apps versions of Monitoring Solutions Target Goals: FY19 Q3 – Q4

Category: Data Current: Lack of Recoverability and Redundancy / Service Interruption. End of Life, Complex, Slow, No Encryption, No Cloud. Target: Encryption, Speed, Simplicity, Cloud backup Project: Enterprise Backup & Recovery



Appliance Target Goals: Live: Q3 initial implementation FY19: Continued integration of various data sources

Category: Data Current State: Unprotected Environment - Erroneous accounts in active directory can result in potential intrusions and numerous Internal Audit Compliance concerns. Target State: Active Directory (AD) controls who has access to applications and servers across the network. There are a significant number of improvements needed for our AD to be effective in managing user access. Project: AD Best Practices Target Goals: FY19 Q4

Outcomes/Measures:

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Key Initiative #4 -- Resident Responsive Platform

Link to Strategic Business Plan:

No

Description:

- Future state ITS provides efficient and value driven technology solutions that delivers reliable and responsive technologies enabling an engaging experience across the county to meet changing public expectations and needs
- Continue efforts in shifting from an "agency-owned" view of technology towards an "enterprise" technology architecture that favors adaptability and interoperability to meet the demands of the future
 - o Leverage enterprise platform to accelerate adoption of Expand Single View of citizen enterprise data analytics
 - Master Data Management - 'Golden Record'
 - o Expand Implementation of Microsoft Enterprise Platform
 - HHS CRC
 - Expand CJS – Drug Court and Re-Entry

Rationale:

- Dramatically improve citizen service engagement by providing a common user experience across multiple points of entry across County Agencies
- Continue efforts to implement common enterprise building blocks such as case management and scheduling
- Ensure that data can be used across the enterprise as "master" or "Source" data enabling "Single View of the Citizen"

Completion Date:**Updates/Project Milestones:**

- FY19 Q2 – DSS RouteMatch
- FY19 Q2 – DSS Daysheets
- FY19 Q2 – BOE Data Lake & Pollbook Reporting
- FY19 Q3 – CRM ReEntry Services
- FY19 Q3 – CRM Health Immunization Tracking
- FY19 Q3 – CRM HHS CRC Queueing Updates
- FY19 Q3 – YFS First Responders
- FY19 Q4 - CRM EDO Grants Management

Outcomes/Measures:

End of year reporting ONLY

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Key Initiative #5 -- Develop an IT Services culture that fosters engaged and productive team member

Link to Strategic Business Plan:

No

Description:

IT team & Culture Associate Engagement & Productivity

- Shift from Implementation to Realization of IT Operating Model. Clarify with focus on individual engagement and empowerment (Good to Great: freedom within the framework)
- Implement consistent competencies and set expectations at each level within Job Families
- Instill a culture of "One IT"
- Continue to promote a working environment that embraces learning & lean continuous process improvement (Kaizen) ethos in how we get our work done
- Ensure every associate has an individual development

Rationale:

Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

Completion Date:

Updates/Project Milestones:

- Q1: FY19 Work Plan Communication and individual employee linkage
- Quarterly Event(s): e.g. Implementation of additional employee feedback & "open dialogue" opportunities for all IT staff
- Quarterly Event(s): e.g. Increased team safety preparedness and action steps
- Quarterly Event(s): e.g. Launch and reinforce "Servant Leadership" mindset with managers and leaders
- Improvements in employee climate survey scores over a multiyear horizon

FY19 Q1/Q2 –FY19 Work Plan Communication and individual employee linkage

Quarterly Event(s): e.g. Implementation of additional employee feedback & "open dialogue" opportunities for all IT staff

Quarterly Event(s): e.g. Increased team safety preparedness and action steps

Quarterly Event(s): e.g. Launch and reinforce "Servant Leadership" mindset with managers and leaders

FY19 Q4 –Improvements in employee climate survey scores over a multiyear horizon

Munch & Learn Series

- August: Collective Leadership Team
- September: ITS Process Excellence – SDLC
- October: Employee Climate
- November: ITS COOP & Incident Response Plans
- December: None
- January: Equity & Inclusion
- February: Safety
- March: Safety

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
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- Statement on whether or not performance metric goals were met.