



# MeckACTs

## Cabinet Member Workplan

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## Section 1: Annual Goals

# 1. Improve System Security and Disaster Recovery Capabilities

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

ITS.1 Protect and Secure County Technology

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Improve system security, data security and disaster recovery capabilities, aligned with executive leadership priorities, to provide the County with a trusted technology platform for its critical business operations by the end of FY23

### Rationale

Information / cyber security is the protection of electronic data and information. It's the defense of electronic systems on devices, like computers, cell phones, servers, and networks, from malicious attacks. Leveraging People, Processes and technology, the intent is to prevent unauthorized access, counter threats, confidentiality, disruption, destruction, and modification of business information. Information security protects county data which is secured in the system from potential malicious purpose.

**Action Steps** List the actions/events that need to take place.

- Implement IT policy and procedure compliance process
- Implement IT Security PCI training
- Complete annual employee-based security training
- Conduct continuous phishing attack-simulation focused on current trends
- Conduct annual COOP and cybersecurity incident response table-top exercise
- Implement Quarterly IT Governance prioritized initiatives
- Implementation of ITSM Tool
- Implement improvements to Backup and Recovery capabilities
- Improve network and data flow connectivity controls

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

Success criteria:

- Security awareness mandatory training completion rate
- % of simulated phishing attempts reported
- Application inventory completed by June 30, 2023
- ITSM core module implementation completed by June 30, 2023
- Day 1 technology readiness rate (IT equipment & basic access) baseline established by June 30, 2023
- Network uptime (target = 99%)

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# 2. Utilize a Continuous Improvement Culture

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

ITS.2 ITS Operational Excellence

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Utilize a continuous improvement culture to mature the IT capabilities critical to the County's future: Application Portfolio Mgmt., Enterprise and Solution Architecture, Enterprise Master Data Management, Software Development, Integration & Testing, IT Service Mgmt. by the end of FY23

**Rationale**

A continuous improvement culture has been shown to boost employee engagement and reduce turnover rates. Employees who actively participate in the betterment of the company gain a sense of pride and accomplishment. This leads to a greater sense of belonging and fewer reasons to leave the organization.

**Action Steps** List the actions/events that need to take place.

- Implement IT Services Knowledge Sharing program
- Mature the ITS Career Framework by creating technology training & development curriculum
- Collaborate with HR and Procurement to document a Road 2 Hire apprentice program
- Implement code quality and security process and procedures to detect maintainability, reliability, and vulnerability issues

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

Success criteria:

- # Knowledge Sharing sessions conducted (target = 12)
- Career development curriculum established by March 30, 2023
- Road 2 Hire contractual relationship formalized by September 30, 2023
- Performance management module implemented by June 30, 2023
- Updated reference architecture for core ITS services documented by June 30, 2023
- Integrate application security tools into the DevOps pipeline by December 2022

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# 3. Prioritized County Initiatives

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

ITS.3 Resident Responsive Platform

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Deliver County executive prioritized initiatives that leverage Mecklenburg County's Resident Responsive Platform focused on delivering a seamless, simple, anytime, anywhere experience serving our residents where they live, learn, work, and recreate by the end of FY23

**Rationale**

Leverage and manage enterprise data and information as an asset to provide value to stakeholders and improve our service to citizens.

Connect

- Citizen engagement is supported across any channel with standardized, secured, and interoperable platforms

Empower

- Common business capabilities are supported by shared services and technology that enable innovative and responsive county services

Serve

- Consistent and positive customer experience is achieved by innovative and high-quality solutions delivered with managed governance, effective testing, and service operations

**Action Steps** List the actions/events that need to take place.

- Consolidate licensing and implement Zoom for Government platform
- Collaboratively implement Livable Meck solution
- Implement HR County Emergency Leave Capability
- Complete Finance / Budget Advantage Upgrade and Move to vendor Cloud platform
- Complete Planning for Business Tax License
- Collaborate with LUESA to support the implementation of ArcGIS Enterprise portal upgrade
- Collaborate with County Assessor's Office and County Collection Office to implement Queueing Kiosk Enhancement
- Implement CRC2 - queuing, service points, announcements, SMS, digital signage
- Collaborate with Legal leadership to select a Legal Management Software solution
- Complete data quality framework and solution design
- Implement metadata and data catalogue solution

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

- Completion of IT Governance prioritized projects noted above
- Data quality framework and solution design completed by June 30, 2023
- Metadata and data catalogue solution design completed by June 30, 2023

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# 4. Define and Implement a Vendor Risk Program

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

ITS.4 Implement an IT Vendor Risk Management Program

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Work collaboratively with enterprise risk teams and relevant stakeholders to define and implement a vendor risk program by the end of FY23

**Rationale**

Vendor risk management (VRM) is the process of ensuring that the use of service providers and IT suppliers does not create an unacceptable potential for business disruption or a negative impact on business performance.

**Action Steps** List the actions/events that need to take place.

- Establish enterprise IT vendor management governance structure
- Establish IT vendor management risk policies and procedures
- Collaborate with stakeholders to identify technology vendor risk management strategies
- Assess enterprise technology spend with vendors
- Develop an IT vendor risk register
- Develop IT vendor risk assessment process
- Develop IT vendor performance improvement process

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

- Hire new IT Director of Business Ops to lead strategic initiative by September 30, 2022
- Critical vendor risks with County requirements identified by March 30, 2023
- IT vendor risk register updated by December 30, 2022
- ET approved IT vendor risk management governance structure by June 30, 2023
- Vendor risk management policies documented by December 30, 2023
- Vendor Risk Management Policies updated or completed by June 30, 2023
- IT vendor risk assessment process documented by March 30, 2023
- IT vendor performance improvement process documented by June 30, 2023

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# 5. Department Equity Action Plan

**Goal Alignment** List your goal or the strategic priority that this goal will help achieve.

Accountable Government: Equity and Inclusion

**Goal** Write a specific, measurable, attainable, relevant, and time-bound goal.

Create a Department Specific Equity Action Plan

**Rationale**

An essential component to our County Equity Action Plan is alignment among our departments. Alignment is the bridge between strategy and execution. The criteria for implementing our Equity Action Plan requires that our systems, leadership, staff, and culture all align with the ideals of our plan and requires the specificity of our department's functions. The development of our Department Equity Action Plans will help us; identify our individual department and enterprise responsibilities, create structure, process, and operational strategy at the department level, get clear on our departmental equity roles and responsibilities, and, understand the experiences, skills, and competencies needed to execute on our equity plan.

**Action Steps** List the actions/events that need to take place.

- Complete FY20-22 County Equity Action Plan
  - Document progress on Existing County EAP
  - Participate in OEI Listening Session and complete the Equity Needs Assessment
- Meet with Chief Equity & Inclusion Officer to Review and Develop Department Equity Action Plan
- Create or Re-Establish Department-Specific Equity Action Team in alignment with OEI Sequencing
- In partnership with the Office of Equity & Inclusion, create department-specific equity vision, align department goals and objectives to the Equity Action Plan and identify equity-centered outcome measures

**Evaluation Criteria** What does success look like? How will you know when this goal is achieved?

- FY20-22 County Equity Action Plan Completed and Progress Documented
- Department Equity Action Plan Completed
- Department re-establishment or creation of Department Equity Action Team in alignment with OEI Sequencing

