



**CATAWBA COUNTY**  
**TECHNOLOGY STRATEGIC PLAN**  
FY2018-2020

## Message from the Chief Information Officer

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The Technology Department strategic plan is a coordinated effort to integrate people, information, processes, governance, and security in a way that fully supports the business needs of Catawba County, creates community partnerships, and adds significant value to the County's capabilities.



The plan lays the foundation for the long-term technology vision, mission, guiding principles and goals which will advance us towards building the technology infrastructure, for current and future business needs. Further, it represents an overarching effort to provide a tactical roadmap for the effective use of sustainable technology platforms, all while balancing the adoption of innovative technology and fiscal responsibility. Lastly, the plan emphasizes our focus on providing value to our customers by leveraging technology to improve business processes.

Catawba County Technology is committed to excellence in the delivery of technology-based services and support to further empower county departments and the citizens we serve. By streamlining our processes, solidifying our infrastructure and improving the cohesiveness of our team, the County's technology investments will be maximized.

M. Rick Pilato  
Chief Information Officer  
Catawba County Technology Department

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## BUILDING A GOOD FOUNDATION FOR PRESENT AND FUTURE NEEDS

### Mission

Provide reliable, responsive solutions to enhance the delivery of County government services and ensure the availability, integrity, and security of vital government data which facilitates commerce and enhances quality of life in our community.

### Guiding Principles

•Leverage Partnerships •Empower Customers/Stakeholders •Value Added Solutions •Build for the Future

### Goals

#### NETWORK MANAGEMENT & SECURITY

DATA SECURITY

NETWORK AVAILABILITY

MAXIMIZE IT  
INVESTMENTS

#### EFFICIENCY & QUALITY

IMPROVE PROCESS  
EFFICIENCY AND  
EFFECTIVENESS

OPTIMIZATION AND  
LEVERAGING  
RESOURCES

#### CUSTOMER SERVICE

TIMELY RESOLUTION

COMMUNICATION AND  
COLLABORATION

STAKEHOLDER  
ENGAGEMENT

#### TALENT MANAGEMENT

RECRUITMENT AND  
RETENTION

PROFESSIONAL  
DEVELOPMENT

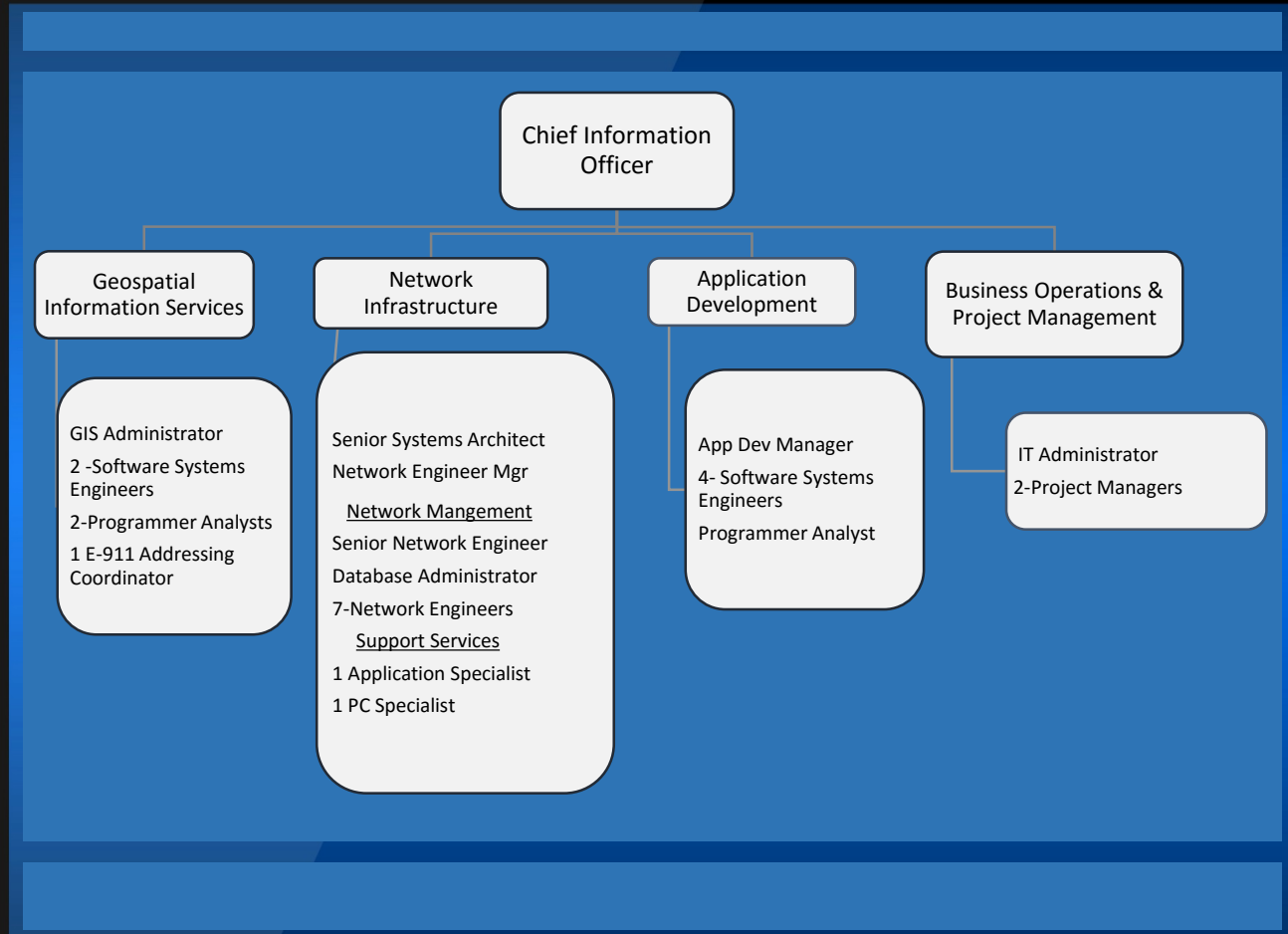
RESOURCE  
MANAGEMENT

### Value

### Customer Service

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# ORGANIZATIONAL CHART



# STRATEGIC GOALS

## GOAL 1: NETWORK MANAGEMENT

•Accessibility •Reliability



•Data Security

Technology strives to deliver network availability and optimal performance to support county operations. The Team is responsible for assuring redundant connections to reduce and isolate points of failure within the system, designing and implementing data backup and disaster recovery plans and protocols, developing processes and policies that optimize data storage availability, and implementing strategies to secure the network from malicious attack.

### Strategies

- Ensure network remains secure and reliable
- Timely replacement of Network Infrastructure
- Improve network connectivity for remote locations
- Implementation of tools to promote a secure environment
- Evaluate the use of additional funding sources to offset costs
- Capital Improvement Plan that aligns with county goals
- Best practice for Storage Management
- Continue the use of Cloud Archiving Solutions

### Projects

- Replacement of Call Manager phone system
- Landfill Direct Fiber Installation
- Mobile Device Management Implementation
- Erate Funding (Library Technology)
- Replacement of Data Doman
- VNXe upgrade
- Laptop Encryption and Email Encryption
- Data Storage Management
- Replacement of Network Closet Switches

### Benefits

- Data Security
- Enhanced Network Performance
- Network Accessibility
- Maximize IT investment



## GOAL 2: EFFICIENCY AND EFFECTIVENESS

**Leverage resources to promote operational efficiencies and effectiveness while minimize costs**



The Technology Department has made a concerted effort to adopt good stewardship of county resources and to engage with departments in a consultant role to discuss department business needs and processes and how technology can assist in achieving these objectives.

### Strategies

- Optimize Standardization and Adoption of Best Practice
- Increase Software Development
- Remain within 2 versions of most current software release
- Expansion of Online Services
- Increase Business Process Improvement Efforts
- Maximize IT Investments

### Projects

- Full transition to Windows 10
- GIS Analytics Emergency Services
- Electronic Contracting
- Emergency Medical Record System (EMRS)
- Real Property Data Online Verification
- Online Submission of Personal Property Tax Listing
- Process Mapping of multiple depts.
- Erate Funding
- Dedicated Broadband to Resource Recovery Services

### Benefits

-Enhanced Service Delivery 

-Increase Staff Productivity 

-Reduction in County Cost 

-Relevant, Timely Data 



## GOAL 3: CUSTOMER SERVICE

### •Customer Satisfaction



### •Partnerships

### •Collaboration

On average, the department receives over 850 service requests per month and oversees appropriately 50 projects at any given time. In addition to supporting county operations, Technology staff also provide contracted internet and email services to many local municipalities and partners with the Western Piedmont Council of Governments to supply bandwidth and internet services. The GIS Team facilitates collaborative efforts among local municipalities to leverage GIS resources.

### Strategies

- Minimize service interruption
- Resolve customer service requests in a timely, professional manner
- Address training needs when implementing new technology
- Complete projects within customer timeframes
- Project Management structure to ensure achievement of project goals
- Identify and track Key Performance Indicators
- Partner with departments to improve business processes
- Leverage tools to promote collaboration and improve communication

### Projects/Targets

- Intranet/SharePoint 2016 Upgrade
- Self-Service Portal Solutions/Track-It
- Maintain or Exceed 94% Customer Satisfaction Rating
- Ensure 90% of Projects are Completed within Timeframes
- Maintain GIS Consortium with Municipalities
- Continue IT Partnership Workgroup

### Benefits

- Increase Staff Productivity



- Cultivate Collaboration



- Enhance Communication

- Business Solutions





## GOAL 4: PROVIDE DATA AND SERVICES ANYTIME AND ANYWHERE

### •Data Driven



### •Mobility •Self-Service

Catawba County provides its citizens with the ability to locate a multitude of information online. The county's GIS website provides an array of information and is the county's most visited website. Technology also maintains an array of data sets made available online for easy access for

### Strategies

- Improve delivery and ease of access to County information and services
- Website content driven by analytics
- Use of technology as a tool for enhanced decision making
- Periodic review of Data Sets for relevancy
- Continue to provide technology supportive of a mobile workforce
- Expand Self-Service options

### Projects/Targets

- Website Redesign
- Content Management System
- Ensure 97% of Map and Data Requests are completed within 24 hours
- Expand web-based applications with external access
- Evaluate Data Sets
- Build and Implement Responsive Software

### Benefits



- Data Driven Decision Making
- Staff Efficiency
- Flexibility of Delivering County Services



## Goal 5: TECHNOLOGY TOOLS FOR CITIZEN ENGAGEMENT

### •Building Communities



### •Citizen Input and Communication

### •Open Government

Catawba County's website features a significant amount of information regarding county services, departmental information and sponsored community events, as well as fiscal information. The county also actively participates in multiple forms of Social Media to engage citizen involvement and communicate county activities and initiatives. In addition to supporting county websites and social media, the Technology department also supports online services and forms linked to citizen communication.

### Strategies

- County Website will be engaging, easy to navigate and locate information
- Sustain and expand Online Services to support citizen engagement
- Expand Social Media footprint, when and where appropriate
- Provide tools to support Community Survey initiatives
- Promotion of an Open Government philosophy

### Projects/Targets

- Website Redesign
- Content Management through Analytics
- Social Media linked to Website Analytics
- Community Surveys
- Expansion of Online Forms to support timely communication and/or services

### Benefits

- Citizen Engagement to inform county strategic initiatives
- Better Informed Community
- Enhance Communication



## Goal 6: TALENT MANAGEMENT OF TECHNOLOGY RESOURCES

### •Staff Development



In order to meet the varied level of technology needs and the vast number of services and users to support, Technology staff are required to quickly learn and gain expertise in current and future technologies. Knowledge management, solution documentation, and resource management are crucial in developing a team with diverse skills.

### Strategies

- Retention of a diversely skilled Technology staff
- Create a learning environment beyond technical training
- Provide opportunities for professional development
- Promote a positive work environment
- Knowledge management and cross-training

### Projects/Targets

- Individualized Staff Training Plans
- Opportunities for Specific Certifications Related to Current ITC Environment
- Regular meetings with Technology Staff

### Benefits

- Staff Retention
- Alignment of Staff Skills with Evolving Technology
- Exceptional Services to Customers



# TECHNOLOGY METRICS



99% Network Availability

90% of Projects Completed within Timeframes



94% Customer Satisfaction



99% Security risks blocked

90% Support Requests Completed within 24 hours



99% GIS Website Availability




































































Increased Productivity

Maximize IT Investments



Empower Employees through Self Service

## Identified Technology Projects to Align with Overarching County and Department Goals

Projects	FY2017-18	FY2018-19	FY2019-20
Justice Center Expansion	   		
Website Redesign	   	   	
Call Manager Upgrade	   		
Landfill Fiber Connection	   		
Mobile Device Management	   		
SharePoint Upgrade	   		
Jail Expansion	   	   	
Public Health EMR	   		
Data Domain Upgrade			   
EMRS	   		
Online Property Data Verification	   		
Feasibility of Online Tax Listing Forms		   	
RUOK Replacement		   	
Tax Land Records/GIS Reorganization	   		
E-rate Library	   	   	   
Laptop Encryption		   	
Email Encryption		   	
ACA Reporting (Inhouse)	   		
Replacement of Network Switches & SFP cards		   	   
Replacement of VNXe			