



# Gaston County Information Technology Department

## Strategic Plan 2022-2024

# Gaston County Mission

“Providing excellent public service every day.”

## Gaston County Vision

Gaston County Government will be a model of excellence in public service leadership, innovation, collaboration and inclusion, ensuring the safety and well-being of residents, preserving natural resources and providing recreational, cultural and economic opportunities that lead to global success and set the stage for future generations.



## Information Technology Department Purpose Statement

Ensure County systems are highly available and secure enabling County Departments to provide excellent public service.

# Information Technology Department Focus Areas

**Stable and Secure  
Infrastructure**

**Service  
Delivery**

**Business  
Transformation**



# Stable and Secure Infrastructure

Stable and Secure means our systems, data and network are all running optimally so you can go about your day-to-day business.

# Goal 1: Maintain infrastructure at or above industry standards

## Community Engagement and Inclusion

- Engage professional organizations to stay aware of new technologies
- Develop a working relationship with the City of Gastonia and Lincoln County

## Innovation and Continuous Improvement

- Move our Domain Name System (DNS) from our current vendor to a hosted DNS solution by July 2022
- Upgrade Shoretel 14.12 to Shoretel CONNECT 15 by end of FY23
- Migrate our Citrix Environment to a more stable platform by March 2022

## Stewardship and Resilience

- Replace 100% of core switches by end of FY22
- Proactively plan and replace hardware that is end of life or end of support.
- Consolidate Primary Data Center by the end of FY23

## Staff and Organizational Development

- Engage Security Community of practice to provide input into our IT Security and Infrastructure Roadmap

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** Complete 4 infrastructure projects by the end of FY23

**Measure:** Number of infrastructure projects completed.



Stable and Secure Infrastructure

# Goal 2: Secure our Environment against Cyber Attacks and other security risks

Community Engagement and Inclusion

- Provide the public with tips on Cyber Security Risks utilizing our Public Facing Website.

Innovation and Continuous Improvement

- Utilize our IT Security Community of Practice to continuously review and make recommendations to lower our security risks

Stewardship and Resilience

- Implement Two Factor Authentication for Admin Accounts in IT
- Subscribe to a service to provide Security Information and Event Management (SIEM) monitoring
- Install Data Center Firewalls
- Provide Backup in the Cloud

Staff and Organizational Development

- Provide targeted cyber security training to IT
- Provide Cyber Security training to our end users
- Staff attend NCLGISA conferences

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** Complete 4 IT Security projects by the end of FY23

**Measure:** Number of IT Security projects completed.

**Target:** Achieve a Phish-Prone % less than the industry average for government

**Measure:** Phish-Prone %



Stable and Secure Infrastructure

# Goal 3: Provide stable and secure remote connectivity options by the end of FY23

Community Engagement and Inclusion

- Invite external speakers and guests from other Counties and Organizations to the IT Security Community of Practice (training)

Innovation and Continuous Improvement

- Continue to grow and expand our virtual desktop environment
- Expand 2 factor authentication

Stewardship and Resilience

- Allow continuity of operations such as allowing staff to work from home during COVID

Staff and Organizational Development

- Training for staff on how to work remotely

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** Move 100% of Citrix capable users by FY24

**Measure:** % of Citrix capable users moved to Citrix



Stable and Secure Infrastructure





# Service Delivery

Customer Satisfaction is a priority for Gaston County IT. It is our intent to deliver IT services in a timely manner and with high quality.



# Goal 1: Improve our Vendor Management Capabilities

## Community Engagement and Inclusion

- Conduct RFPs when feasible to ensure we cast a wide net when looking for solutions

## Innovation and Continuous Improvement

- Implement a process to track vendor projects to their milestones by end of FY22
- Implement software to manage and monitor vendor access to our systems when providing support and maintenance by end of FY23

## Stewardship and Resilience

- Ensure we have verbiage in contracts that protects the County

## Staff and Organizational Development

- Provide project management training to our project managers and others who manage IT work efforts
- Provide mentoring to our project managers

### County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

### Performance Targets

**Target:** Complete both initiatives under Innovation and Continuous Improvement by end of FY23

**Measure:** Successful completion of both projects

# Goal 2: Increase IT's participation rate to the Workplace Culture Survey by the end of FY23

(Organizational Culture Goal)

## Community Engagement and Inclusion

- Provide opportunities for staff to be involved in projects that directly affect the residents of Gaston County

## Innovation and Continuous Improvement

- More one on one meetings to discuss staff's goals and career paths
- Provide staff opportunities to be in a fellowship program in another department

## Stewardship and Resilience

- Provide opportunities for staff to learn new skills that could allow them to change career paths

## Staff and Organizational Development

- Improve IT's score on the "I am excited about future opportunities in the organization" question on the Workplace Culture Survey for staff who have been here 16+ years
- Encourage staff to be involved in opportunities in other departments and for the County as a whole

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** raise the score from 20 to 40 for the "I am excited about future opportunities in the organization" question on the Workplace Culture Survey for staff who have been here 16+ years by FY23

**Measure:** Work Place Culture Survey responses

**Target:** Have a response rate high enough that we have responses in more than two years of service categories

**Measure:** Work Place Culture Survey responses

Service Delivery



# Goal 3: Maintain end-user hardware at or above industry standards

Community Engagement and Inclusion

- Vendor demos and recommendations

Innovation and Continuous Improvement

- Maintain a replacement strategy for end-user hardware that is end of life or going out of warranty

Stewardship and Resilience

- Keep software and operating systems upgraded to recommended versions
- Establish and set what the default browser will for all PCs and laptops

Staff and Organizational Development

- Train staff on tools to image and manage PCs and Desktops

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** Get windows 7 out of the environment by FY22

**Measure:** SCCM Report

**Target:** Eliminate Internet Explorer as the default browser on all endpoints by FY22

**Measure:** SCCM Report

Service Delivery



# Goal 4: Enhance End User Experience

## Community Engagement and Inclusion

- Ensure the new public facing website make it easy for the community to engage with the County

## Innovation and Continuous Improvement

- Always do a quality assurance check for any IT service we provide
- Make sure that when needed customer is provided training or instructions on how to use a service they have just been provided
- Continue to refine the IT Service Catalog
- Maintain our Service Level Agreements

## Stewardship and Resilience

- Ensure projects are implemented with a focus on change management to ensure end users have buy in and have a positive end user experience when new applications or technology is implemented

## Staff and Organizational Development

- Provide Training materials to help staff to better utilize the systems and tools we have in our Portfolio
- Staff the IT Service Management Community of Practice with cross functional team members

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** Achieve at least a 97% average satisfaction score from service desk ticket surveys.

**Measure:** Service desk satisfaction surveys.

**Target:** Meet the Service Level Agreement(SLA) of Incidents closed 75% of the time or better.

**Measure:** Service desk SLA reporting.





# Business Transformation

Fundamentally changing the systems, processes and technology across the organization to help County Departments analyze and improve their service delivery.



# Goal 1: Automate and Improve HR new hire and onboarding functions

## [Shared goal with HR]

### Community Engagement and Inclusion

- Provide a way for applicants to provide feedback into the application process

### Innovation and Continuous Improvement

- By the end of FY23 have a new more integrated Applicant Tracking system available to the public
- Use technology to automate the onboarding process of new hires By the end of FY23
- Provide paperless orientation and online forms capability

### Stewardship and Resilience

- Provide the capability for the public to do the majority of the new hire process from home

### Staff and Organizational Development

- Provide Training for HR and Departments on how to use the applicant tracking system

### County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

### Performance Targets

**Target:** Complete 6 initiatives by the end of FY24

**Measure:** Number of initiatives completed





# Goal 2: Replace or retire all GeneXus applications by the end of FY23

Community Engagement and Inclusion

- Staff interact with the GitHub community for best practices

Innovation and Continuous Improvement

- Utilize GitHub community best practices
- Utilize GitHub for code maintenance for internally developed applications

Stewardship and Resilience

- Replace 100% of GenexUS either with a vendor application or internally developed application by FY23

Staff and Organizational Development

- Training of .Net and HTML 5 for new hires and refresher training for existing staff. (.net Core and blazer templates) by end of FY23

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** Complete 80% by FY22  
**Target:** Finish remaining 20% by FY23  
**Measure:** Number of GeneXus applications replaced

# Goal 3: Replace legacy software that is no longer on a supported version or that is end of life

Community Engagement and Inclusion

- Encourage staff to engage with application user groups and stay aware of industry standards.

Innovation and Continuous Improvement

- Utilize Office 365 tools to replace legacy software where possible

Stewardship and Resilience

- Replace OwnCloud with OneDrive or ShareFile
- Remove Internet Explorer from our end points
- Replace insight used by the Health Department
- Replace Max Galaxy used by Park and Rec

Staff and Organizational Development

- Educate departments so they are aware of the importance of keeping technology on supported versions

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** Replace 4 systems by end of FY23  
**Measure:** Number of applications being replaced

# Goal 4: Provide available and scalable Technologies

Community Engagement and Inclusion

- Consider Omni-channel when delivering systems the public can access from any device

Innovation and Continuous Improvement

- Develop a custom inventory system that integrates with the HR/Active Directory integration
- Replace the employee directory with a directory that is integrated with the HR/Active Directory integration

Stewardship and Resilience

- Encourage departments to include IT early as a business partner when they have a new need
- Consider new requests at the Enterprise Level when possible
- Maintain an Application Portfolio to determine what applications to grow vs those to replace or eliminate

Staff and Organizational Development

- Engage the Innovation Community of Practice to prepare the organization for change

## County Focus Area

- ❖ Community Health, Safety & Well-Being
- ❖ Economic Development & Planned Growth
- ❖ Recreational, Cultural, and Life-Long Learning Opportunities

## Performance Targets

**Target:** Complete both Innovation and Continuous Improvement projects by FY23  
**Measure:** Successful completion of both projects

Business Transformation



# Our Community of Practices Aligned to our Focus Areas

Our Community of Practices are internal to the organization

## Stable and Secure Infrastructure

### IT Security Community of Practice

**Purpose:** To function as an IT Security and infrastructure advisory group.

#### With a Focus On

- Policy Management
- Physical Security
- Network Security
- End Point Security
- Data Security
- Application Security
- Training
- Business Continuity
- IT Processes

## Service Delivery

### IT Service Management Community of Practice

**Purpose:** To function as an IT Service Management advisory group.

#### With a Focus On

- Customer Service
- Communication
- IT Staff Training
- End User Training
- Process Documentation

## Business Transformation

### Innovation Community of Practice

**Purpose:** Provide collaboration with internal and external business partners to guide our Business Transformation.

#### With a Focus On

- Planning the Business Transformation
- Vetting New Technology
- Preparing the Organization for Change

# County Core Values

## We Value People.

### *Compassion, Inclusivity, and Respect for All*

We interact with every individual in a caring and respectful manner. We uphold the dignity of every person. We listen to every voice in the community and respond with empathy.

## IT Examples:

- We greet visitors to the IT Department in a polite and professional manner.
- We assist people who call the IT Department by mistake by helping them find the department they are trying to reach.
- We strive to be good business partners with vendors and consultants that we do business with.

# County Core Values

## We Value County Employees

### Equity, Staff Development, and Well-Being

We acknowledge the unique talents of each employee, their career goals, and the importance of their physical, mental, and emotional well-being. Each person's knowledge, expertise, and background experiences enhance the county's performance. We support the equitable treatment of every team member and every team.

## IT Examples:

- We hold quarterly department meetings where staff are encouraged and given the opportunity to present at the meeting.
- We have three community of practices that are made of a cross functional team representing all areas within IT that anyone in IT can be a part of.
- We ensure that all staff in IT have access to training and development.
- We provide career paths for all positions in IT.
- The CIO on boards all new hires and schedules annual one on one meetings with all staff.



# County Core Values

## We Value Relationships

### *Integrity, Transparency, and Trust*

We fulfill our commitments. There is consistency between what we say and what we do.

Transparency builds trust, creating opportunities for open discussion, sound decisions, meaningful outcomes, and reliable relationships. We are accountable for our words and actions.

## IT Examples:

- We have a published Service Level Agreement (SLA) and track and publish how well we hit our SLA goals.
- A customer satisfaction survey is available with every incident and service request that is closed. We track and publish the percent satisfaction we are receiving on these surveys.
- We strive to become valued business partners with our departments and treat them as customers when providing support.
- When we have issues we look for solutions not blame.

# County Core Values

## We Value Quality and Creativity.

### *Innovation and Continuous Improvement*

We leverage insight, best practices, and technology to increase the efficiency of our operations and the quality of our services. Data and dialogue inform our decisions. We design and implement our work processes to achieve superior and transformational results. We know that good ideas can come from anywhere in the organization. We strive for progress over perfection, and whether a new idea falls short or succeeds, we move forward.

## IT Examples:

- We have an Innovation Community of Practice whose purpose is to provide collaboration with internal and external business partners to guide our business transformation.
- We purposely bring cross functional teams together to solve problems and plan our path forward.
- We listen to the ideas and suggestions from our staff. We are not afraid to think outside the box and to push forward new ideas.
- We have documented processes and continually look for ways to improve them.

# County Core Values

## We Value Our Resources and Resiliency

### *Stewardship and Sustainability*

We understand that long-term financial stability is vital to the county's resilience and success. Our residents and visitors rely on us to be caretakers of the county's natural, material, and financial assets. We employ effective and efficient means to produce excellent results.

## IT Examples:

- We proactively plan replacement of hardware that is end of life or going out of warranty.
- We vet new requests for technology carefully and first check to see if we already have a solution. We also consider the request at the enterprise level increasing the value the County receives from the technology.
- We have placed an emphasis on planning and gathering business requirements in response to new technology requests from departments so that the optimal solution can be found.