DeKalb County
GEORGIA

DEKALB COUNTY INFORMATION TECHNOLOGY STRATEGIC PLAN 2023-2025

Updated: 03 January 2023

TABLE OF CONTENTS

CIIO's Vision

"DeKalb County will be a leader in transforming government services which improve economic development, social growth and efficiencies."

John Matelski, Chief Innovation and Information Officer

Chief Innovation and Information Officer's Message

This Information Technology (IT) Strategic Plan is focused on using IT as the enabler to collect, store, transport, display, analyze and disseminate information in support of DeKalb County's lines of business. Our customers, the employees of DeKalb County expect us to deliver timely, reliable, effective, and secure IT solutions, providing accurate and actionable information to those carrying out the mission of the County. I envision a vastly improved and agile IT environment that will better serve an increasingly proactive DeKalb County enterprise. With an enterprise perspective for improving strategic processes, tactical activities and logistical technologies, we will achieve increasing benefits to the mission owners, measured by desired outcomes. Through careful planning and cooperation with our many users and stakeholders we will meet our IT strategic goals outlined in this plan.

EXECUTIVE SUMMARY

The Department of Innovation and Technology (DoIT) is the primary technology service provider entrusted with managing and safeguarding the DeKalb County's enterprise systems and infrastructure. Our goals align with the overall County Strategy of consolidation of common services and solutions such as licensing, software and redundant staff across departments. As such, there are always improvements to existing and new technologies that we continuously look for to invest in that will contribute to our success and improve Citizen Services.


COUNTY'S PRIORITIES FOR 2023
Public Safety
Retention Hiring & Training
Community Health & Well-Being
Beautification & Placemaking
Sustain & Improve County Owned Assets

INFORMATION TECHNOLOGY GOALS 2022
Department / Agency Support – Hybrid Environment
Cyber Security
Enhanced Citizen Engagement
Transparency Initiatives
Mobile Solutions
Data Management
Business Process Review and Re-engineering
Systems Modernization and Optimization
Attracting/Retaining of Staff
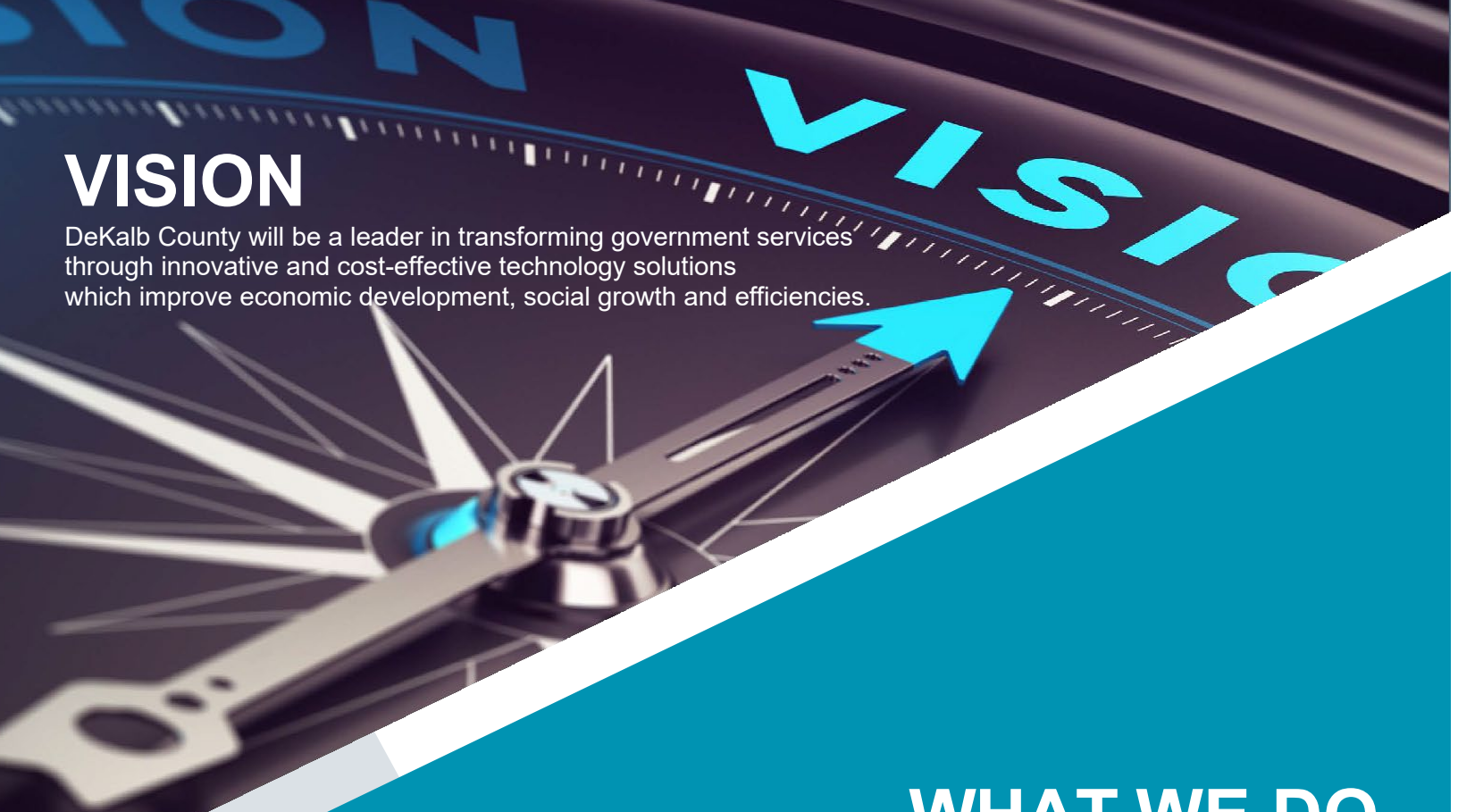
VISION

DeKalb County will be a leader in transforming government services through innovative and cost-effective technology solutions which improve economic development, social growth and efficiencies.

WHAT WE DO

DeKalb County's Department of Innovation and Technology (DoIT) provides executive-level leadership for the county's IT strategic planning, delivers technology solutions and services to county departments and agencies, and coordinates information technology initiatives across the organization to support, enhance and advance citizen service delivery through innovative business process review and applied technologies.

MISSION

DeKalb County will deliver world class solutions to provide citizens, the business community and County staff with convenient access to relevant and best-in-class technology and services.

IT STRATEGIC GOAL: DEPARTMENT / AGENCY SUPPORT

The primary and most important goal of all information technology and staff members is the direct support of operations in the delivery of department/agency services to the public. We must plan and prepare for unanticipated events which may affect the ability to provide services to County citizens, businesses and constituents. To accomplish this, we will continue to look at and invest in technologies, such as Cloud services, to enhance operations, create efficiencies and reduce costs and complexity.

ALIGNMENT TO COUNTY PRIORITIES

Public Safety
Retention Hiring & Training
Community Health & Well-Being
Beautification & Placemaking
Sustain & Improve County Owned Assets

TACTICS

The following tactics will ensure department/agency services continue:

1. **Help Desk/Computer/Server/Network/Operations Support** – Provide consistent and reliable 24/7 support to ensure that all business technology needs are addressed.
2. **Business Applications Consulting/Support** – Deliver business applications services and support that leverage best practices and life cycle methodology to meet evolving business requirements.
3. **Cyber Security** – Provide 24/7 administration of the County's IT Security infrastructure and ensure that all technology resources are protected.
4. **Business Continuity** – Maintain IT redundancy and resiliency to ensure that systems continue to operate even if unpreventable infrastructure issues arise.
5. **IT Strategic Visioning and Planning** – Provide professional technical strategic visioning, planning services and project management to help our customers understand the financial, technical, and business process impacts of deploying system changes as business requirements evolve.
6. **Disaster Recovery** – Plan for the recovery of systems on secondary infrastructure and the ability for emergency personnel and County executives to communicate and coordinate support and services in the event of a disaster.
7. **GIS Support** – Provide mapping assistance either directly or through vendor relationships.

BENEFITS

By planning and investing in technology that improves our ability as a County to provide our citizens, business and constituents services and support when they need it (24 x 7), we promote the safety, continued success and growth of our County.

IT STRATEGIC GOAL: DATA MANAGEMENT

DeKalb County is the custodian for a wide variety of confidential, protected, secure departmental/agency data. Data Management is the development, execution and supervision of plans, policies, programs, practices, and tools that control, protect, deliver and enhance the data and information assets.

The objective is to treat Data as an Asset by protecting departmental/agency and Enterprise data, and to provide the tools and assistance to use data to make informed business decisions. This mandates that we invest in tools and technologies that assist us in the data management process to include data cleansing, governance, auditing, data lineage tracking, and automation of delivery, which will also help meet the County's Open Records commitment.

ALIGNMENT TO COUNTY PRIORITIES

Public Safety
Retention Hiring & Training
Community Health & Well-Being
Sustain & Improve County Owned Assets

TACTICS

1. **Capture Data at Source** – Pursue a "capture data at the source" strategy where data is input once, reducing the need for duplicate data entry and risk of keying errors.
2. **Geo-Enabled Data** – Whenever possible, data will be geo-enabled, meaning the recording of data with respect to a specific location on a map.
3. **Employ Data Tools and Infrastructure** – Provide data tools for cleansing, governing, and automating on a platform that supports departments/agencies at scale.
4. **Open Government and Transparency** - Provide a platform to easily and seamlessly share information – within and between/among departments/agencies, as well as externally with other entities, citizens and constituents.

BENEFITS

1. Better decisions lead to a better run government
2. Reduced total cost of ownership for County's information assets
3. Reduced risks related to information management
4. Enhanced response to rapidly changing business needs, within and across departments/agencies
5. Increased collaboration both internally and externally
6. Promotes citizen/constituent engagement with the County at anytime from anywhere Improved constituent access to data
7. Improved workplace efficiency through more efficient business applications and reporting
8. Improved data transparency and usability

IT STRATEGIC GOAL: MOBILITY

As part of the county's efforts to reduce operational costs and improve service efficiency, departments/agencies have identified the need to enable employees to easily and cost effectively work from remote, field-based and mobile locations with a variety of devices and platforms. Agencies also wish to reduce transportation, training, and meeting costs by using video, telephone, online meetings and other collaboration & communication tools. In support of this, the county will continue to Invest in technology and infrastructure that supports IT mobility.

ALIGNMENT TO COUNTY PRIORITIES

Public Safety
Community Health & Well-Being
Sustain & Improve County Owned Assets

TACTICS

1. **"Cloud First Strategy** – Implement a cloud first strategy that allows for access to systems and data based on need that can be accessed anywhere, anytime. This will be a virtual private cloud utilizing County infrastructure along with compliant and secure vendor supplied cloud provisioning using various vendors (such as Microsoft, Amazon, etc.). This will allow a single point of provisioning and migration of resources and services as needed for Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS) as business needs dictate.
2. **Network Upgrades** – Expand both secure and open wireless (Wi-Fi) access within many of the County buildings that is usable by both the County and visitors to County buildings.
3. **End-Point Devices** – Allow County staff members to securely access email and other key applications from County or approved personal devices using Enterprise Mobility Management (EMM) solutions.
4. **Collaboration Tools** – Support the use of mobile applications such as Microsoft Teams, Zoom and One Drive for Business, which enable telework and mobile collaboration (instant messaging, emails, phone calls, document sharing, etc.…).

BENEFITS

1. Redesigned business processes geared towards customer service and efficiency
2. Increased convenience of services to the public
3. Reduce costs to departments by minimizing business costs
4. Increased collaboration through open, dynamic workspaces
5. Increased business and technology productivity

IT STRATEGIC GOAL: MODERNIZATION AND OPTIMIZATION

DeKalb County encompasses many departments and agencies with different business processes and services that are provided to our residents and businesses. In the past, this has led to the creation of IT and data silos, with redundant and in some cases unqualified staffing, multiple licensing contracts and agreements for support, software, hardware and other infrastructure. This approach is costly and falls short of the County's vision to operate in a fiscally responsible and business-like manner. It also puts the County's data at risk from hackers and other forms of data breaches when systems are not appropriately secured. The continued modernization and optimization of IT investments is essential, and will be accomplished through continued consolidation, virtualization and a move to cloud based solutions.

ALIGNMENT TO COUNTY PRIORITIES

Public Safety
Retention Hiring & Training
Community Health & Well-Being
Beautification & Placemaking
Sustain & Improve County Owned Assets

TACTICS

The following tactics will ensure departments have access to modern, secure technology:

1. **Billing System –** Maintain a modern billing system that will streamline the billing and payment process for all county related bills
2. **Personnel** – Maintain the county's Human Capital Management (HCM) system
3. **Enterprise** – Continued and/or expanded countywide-shared enterprise technical solutions including Enterprise GIS, Document Management, Case Management, Microsoft SharePoint, Oracle Cloud CRM, High Performing Storage, etc.
4. **Cloud / Software as a Service / Virtualization** – Transition on-premise solutions to shared enterprise infrastructure to maximize the use of both technical and staffing resources and provide single source cloud provisioning.
5. **Consolidation** – Identify redundant departmental staff, infrastructures, and identical use of similar licensing and technologies and consolidate where appropriate. The selection of a platform and solution deployment packaging should be based on economy of scale
6. **Identity Management** – Provide the ability to manage access and privileges across multiple systems and solutions to improve account provisioning, security and control

BENEFITS

1. Modern technology expands the potential of innovative and creative solutions to the services that the Departments/Agencies provide to the public
2. Modern technology improves the communication to the public by ensuring we are communicating with them using evolving technology solutions
3. Modern technology improves efficiency and reduces cost
4. Supports Datacenter flexibility to handle changing and or sporadic demand while managing growth

IT STRATEGIC GOAL: COMMUNICATIONS INFRASTRUCTURE

DeKalb County recognizes that a strong, viable communications infrastructure is a vital component to the overall IT strategy. The County's enterprise communications infrastructure spans voice and data technologies, land-based networks, and radio used by public safety personnel. This infrastructure is critical to County operations, and we must continue to invest in technologies that improve, secure and streamline communications.

ALIGNMENT TO COUNTY PRIORITIES

Public Safety
Retention Hiring & Training
Community Health & Well-Being
Beautification & Placemaking
Sustain & Improve County Owned Assets

TACTICS

The following tactics will ensure departments have comprehensive communications:

1. **Radio Services** – Provide standards-based digitally encrypted radio services to both County Departments and a variety of other agencies who deliver emergency and non-emergency response services within DeKalb County
2. **Network** – Continue to invest in hardware and technology to provide on demand flexibility of network bandwidth and capacity to meet the dynamic needs of County departments/agencies
3. **Public and Private Collaboration** – Expand communication and collaboration toolsets to address increase safe and secure (physical and virtual) citizen/constituent engagement scenarios
4. **Interoperability** Enable interoperability between and among local, state and federal agencies as collaboration dictates.

BENEFITS

1. Improved and more reliable communications within, between and among departments/agencies
2. Improved and more reliable communications with non-County agencies
3. Reduce the time needed to increase network capacity and speed
4. Reduce cost of communications by implementing Session Initiation Protocol (SIP) technology, reducing domestic long-distance costs and further enhancing telephony system security
5. Enhanced communications and transparency through additional citizen engagement technology

IT STRATEGIC GOAL: CYBER SECURITY

Global IT cyber security is an increasingly important topic with the various breaches and concerns highlighted by the media daily. DeKalb County is committed to safeguarding county data and infrastructure against security threats that will compromise our residents and businesses private and confidential information, as well as disrupt County operations and services. Security beaches can also impact the safety of our law enforcement officers as well as emergency personnel and could potentially cost the county millions of dollars in efforts to recover from the impact of these attacks. We must work to mitigate, transfer, accept or avoid information risk related to people, processes and technologies to protect the integrity and availability of information.

ALIGNMENT TO COUNTY PRIORITIES

Public Safety
Retention Hiring & Training
Community Health & Well-Being
Beautification & Placemaking
Sustain & Improve County Owned Assets

TACTICS

The following tactics will ensure departments have secure IT:

1. **Dedicated IT Security Team –** Continue to support a well-trained IT security team to monitor and maintain enterprise wide needs
2. **Security Policies** – Maintain IT policies that will increase the overall attention given to security protocols and best practices
3. **Security Training** – Develop and provide training that will bring attention and education to security topics throughout the County
4. **Security Tools** – Continue to leverage security tools at all levels (network, server, and workstation) to proactively monitor security threats, to alert when an incident occurs, and to respond quickly when an incident
5. **Business Applications** – Define consistent and integrated methodologies for design, development and implementation

BENEFITS

1. Data and systems within the County will be more secure and accessible to those who have permission to that data
2. Both County staff and the public will have confidence that their data is being treated with the highest level of security and confidentiality.
3. Secure data supports continuity of operations requirements in the event of a disaster or other event
4. The County will be fully compliant with existing and evolving regulations.

IT STRATEGIC GOAL: ENTERPRISE WORKFORCE TOOLSET

Departments/agencies across DeKalb County require a common set of secure collaboration and communication tools that assist them in the performance of their work. These tools must adhere to County technical and compliance standards and be enterprise solutions that are managed for ease of deployment and consumption, high availability, proper licensing, auditing, installation and upgrades, and technology evaluation for continued growth and improvement.

ALIGNMENT TO COUNTY PRIORITIES

Retention Hiring & Training
Sustain & Improve County Owned Assets

TACTICS

The following tactics will ensure employees have access to productivity tools, to ensure 24 x 7 service and support to citizens/constituents:

1. **Technical RFP Reviews** – Review every RFP that has any relation to technology for adherence to various County technical and compliance standards
2. **Document Management** – Maintain a countywide enterprise solution for departmental/agency consumption and collaboration that is easily accessible
3. **GIS** – Provide a countywide enterprise solution for constituent and departmental consumption that is easily accessible
4. **Email** – Provide a countywide enterprise solution for departmental/agency and business to business and government to government communication
5. **Collaboration Technology** – Provide a secure countywide solution to allow departmental staff to communicate and collaborate locally or from anywhere in the world, such as: video conferencing, conference calling, web casting, screen sharing, collaborative document editing, and whiteboarding
6. **Hardware** – Provide a clear plan for approving, managing and supporting hardware used by county staff such as: desktops, laptops, mobile phones and tablets

BENEFITS

1. Reduced/managed costs as compared to individual licensing and related software management
2. Minimized up-front costs and spreading payments over multiple years
3. More predictable year-to-year costs and easier budgeting
4. More consistent software versions leading to less business confusion and improved technical support by having fewer versions to support
5. **Centralized management of deployments and upgrades**

IT STRATEGIC GOAL: PUBLIC ENGAGEMENT

Citizens, businesses and constituents are increasingly asking for more transparency and easy to use streamlined access to County data and services. Departments/Agencies need to be empowered to easily deploy solutions that benefit and engage the public. They need to have the ability to manage their own content to provide the public the most current and timely information and to respond quickly to events that may require alerts or other messaging across multiple communication and social media platforms.

ALIGNMENT TO COUNTY PRIORITIES

Public Safety
Retention Hiring & Training
Community Health & Well-Being
Beautification & Placemaking
Sustain & Improve County Owned Assets

TACTICS

The following tactics will ensure departments/agencies have the necessary tools to engage with the public:

1. **Coordinated Online and Offline Efforts** – Offer subscription opportunities to build a digital audience while leveraging customer service touch points, community events, surveys and other social media interactions
2. **Smart Segmenting –** Develop communications that are more likely to capture attention and engage citizens in programs and initiatives of value
3. **Reduce Barriers to Participation -** Develop and maintain systems that are simple and straightforward to use
4. **Open Records Request System –** Deploy a system to better manage and coordinate open records requests and responses to them
5. **Modernize Customer Relationship Management/311 System -** Enhance the citizen/constituent engagement experience through technology enhancements and integrations which enable a consistent but customizable experience based on need

BENEFITS

1. More citizens will engage with the government on policy discussion and support
2. Advocacy groups will have access to government data for producing new and better insights
3. New businesses can use open data to plan for new services and products
4. Departments/Agencies are empowered to provide better services to the public

IT STRATEGIC GOAL: STAFFING

At the core of everything we do is our staff. DeKalb County must always strive to hire and retain the most qualified workforce that values diversity and a sense of service to our County and its citizens/constituents.

ALIGNMENT TO COUNTY PRIORITIES

Public Safety
Retention Hiring & Training
Community Health & Well-Being
Beautification & Placemaking
Sustain & Improve County Owned Assets

TACTICS

The following tactics will ensure that County IT staff has the tools they need to perform, and a path for career growth.

1. **Diversity** – Cultivate an inclusive environment where diversity of thought and expression are valued, emphasizing the importance of tolerance in the workplace, promoting acceptance of our differences and providing an environment where employees can thrive
2. **Skills Training and Development** – Provide access to training and career growth resources and services that encourages staff to continuously develop their skills and or to learn new ones. Create programs for cross training and mentorship that vary from technical to soft skills
3. **Recruitment Strategies** – Identify competitive recruitment strategies designed to attract and retain the best-qualified candidates that allow us to compete with private industries
4. **Employee Retention** – Provide career growth opportunities, through mentorship, cross training, continued education, employee recognition, and benefits that compete with private industries
5. **Flexible Work Environments** – Provide a flexible work environment and work schedule where possible while ensuring a high level of customer and support services
6. **Managed Services** – Leverage contract staff working with reputable technology agencies to fill the ongoing need for temporary and contract help
7. **As-a-Service Framework for IT Management** – Organize and structure our organization with Service Management best practices in mind aligned with the Countywide plan and focusing on customer needs and services

BENEFITS
1. On-boarding qualified staff will ensure that we can meet our goals
2. Retaining qualified staff saves the county costs associated with hiring and training new staff
3. A diverse workforce opens the door to a new level of creative thinking and problem solving
4. Augmenting our workforce with temporary contract help allows us to react quickly to a temporary increase on demand of our resources