Office of Technology & Administration
Information Systems Strategic Plan

April 2023
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Mission Statement
The mission of the Office of Technology and Administrative Services is to align with the mission of New Castle County Government by maintaining a secure infrastructure with cloud-hosted solutions providing best practices for County operations, constituents and customers. This includes strategies to continuously improve our cybersecurity posture, community connectivity, and government services. We aim to modernize information systems, procurement services, and public records management enterprise-wide.

Vision Statement
The vision is to advance data-driven capabilities, expand transparency, enable innovation, and deliver digital services to improve operations and constituent/customer experiences.
Enterprise IS Strategic Goals & Objectives

IS supports the County as a strategic partner providing insight to enable government services and achieve efficiencies while safeguarding systems and data. IS engages business partners to understand their technology needs and facilitate change adoption.

IS enables digital government in ways that reduce stand-alone systems to achieve efficiencies. The shift to SaaS solutions provides modern conveniences for constituents/customers while enabling informed decisioning. Strategic goals aim to lower costs and reinvest cost savings in future solutions. Service delivery aims for high accessibility and availability.

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### 2022 Permanent Telework & Computer Use Policies

#### MOST PRESSING CHALLENGES FOR COUNTY LEADERSHIP
- Ensuring multi-year funding for programs
- Imposing federal policies, legal constraints
- Impact of extreme crises on the public
  - Loss of Funding
  - Tax base reductions

#### PRIORITY FOCUS AREAS FOR INFORMATION SYSTEMS
- Cybersecurity
- Cloud Computing
- Disaster Recovery/COO
- Legacy Modernization
- CX Design & Engagement
Cybersecurity Strategies originate from federal, state and local collaborations about federal funding opportunities and impacts. Strategic goals aim to strengthen vulnerabilities and rationalize tools to reduce complexity to a single pane view.

IS participates in Delaware Cybersecurity Advisory Council meetings and leverages MS-ISAC best practices. Delaware Information & Analysis Center and Homeland Security advise us about the threat landscape. CTO Hojnicki co-chairs the State of Delaware SLCGP Planning Committee to develop a strategic cybersecurity plan and playbook with a whole-of-state approach, while developing and implementing mission critical projects for New Castle County.

<table>
<thead>
<tr>
<th>2022 Accomplishments</th>
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<tbody>
<tr>
<td>1. Expanded use of managed services including monitoring network traffic and endpoint logs.</td>
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<tr>
<td>2. Developed Cybersecurity Pilot Program leveraging industry expertise to train staff, assess vulnerabilities, and find opportunities to boost our security posture.</td>
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<td>3. Conducted comprehensive research to acquire targeted tools improving visibility, threat detection, access management, and response protocol.</td>
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<thead>
<tr>
<th>2023 Priorities</th>
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<tr>
<td>1. Create detailed cybersecurity response plan and playbooks by conducting table top exercises to test and refine the plan and playbooks.</td>
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<tr>
<td>2. Leverage federal funding opportunity to strengthen our cybersecurity program to acquire better tools to reduce complexity and increase visibility.</td>
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<tr>
<td>3. Develop skills/expertise on new tools within IS staff, and maintain Leadership support for a formal cybersecurity program with appropriate, sustainable funding.</td>
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Cloud Computing Strategic Goals
In 2022, IS created a private hybrid cloud solution to be fiscally responsible.

In 2023, IS will implement four ERP cloud solutions and coordinate the first cloud platform upgrade effort across multiple departments. Cloud migration establishes an agile government allowing the County to respond quickly, and adapt with agility.
**DR/COO Strategies** originate from the Office of Emergency Management (OEM) who assembles recovery and response plans for every County department to be prepared for physical disasters and major events.

2023 marks the beginning of a modern DR/COO plan integrating cybersecurity event management and communication strategy into emergency operations. The IS COOP is integral to countywide DR recovery efforts. IS DR/COO strategies focus on **Accessibility** and **Availability** countywide.

### 2022 Accomplishments

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<tr>
<td>1.</td>
<td>Created a hybrid storage model secured in a private cloud enabling redundancy between data centers.</td>
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<td>2.</td>
<td>Re-architected VPN solution for automatic fail over between NCC data centers in the event that either data center becomes unreachable.</td>
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<td>3.</td>
<td>Re-architected the core internet fiber path for greater reliance, redundancy and performance targeting 2023 to complete the work.</td>
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### 2023 Priority Programs

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<tr>
<td>1.</td>
<td>Conduct cybersecurity response plan with multiple playbooks based on AT&amp;T table top exercises to simulate a cybersecurity event to test the effectiveness of the plan.</td>
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<tr>
<td>2.</td>
<td>Implement the re-architected fiber path and web application firewall to improve internet connectivity and load balancing for customer-facing application services.</td>
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<tr>
<td>3.</td>
<td>Implement VPN-type solution to add firewall protection, endpoint protection, and limit user access on or off-network based on user authentication.</td>
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Legacy Modernization of Core Systems

IS plans to retire unsupported legacy silos, and adopt SaaS solutions for all major business applications countywide including ROW Offices. By the close of 2023, IS will have migrated 65% of Countywide data to the cloud.

Active Cloud Migration Plan

Future Cloud Migration Plan

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<tr>
<td>1. Implemented an enterprise e-Payment SaaS solution with modern payment options.</td>
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<td>2. Configured business rules for Union compliance, imaged files, and cleaned-up data.</td>
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<tr>
<td>3. Configured business rules for pension plans, imaged paperwork, and cleaned-up data.</td>
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<tr>
<td>1. Implement an enterprise Assessments SaaS solution and retire SIGMA.</td>
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<td>2. Implement an enterprise HCM SaaS and Pension Plan SaaS, and retire PeopleSoft.</td>
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<tr>
<td>3. Implement an enterprise Unified Communications SaaS and retire VoIP.</td>
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Constituent/Customer Engagement

Leadership engaged constituents about how to invest ARPA funds and created Task Force Committees to develop infrastructure programs. IS delivered Grant Application workflows for sub-recipients to establish/administer ARPA programs.

Land Use engaged constituents for their concerns and priorities to be addressed in our 30-year Comprehensive Development Plan. They added digital services, launched new channels, and expanded mobile app usage for inspections.

Assessments engaged 211,000 parcel owners about reassessing their properties to comply with a State mandated legal proceeding. Future channels will enable residents to verify or contest the reassessed property values.

2022 Accomplishments

1. Implemented an enterprise e-Payment SaaS solution with modern payment options.
2. Upgraded County website to add Resident Engagement Tools providing improved navigation, modern look and feel, and Audio.Eye and ChatBot accessibility tools.
3. Introduced new channels for Planning & Permitting, and expanded mobile app usage.

2023 Priority Programs

1. Expand e-Payment solution us to Land Use, Community Services, and other areas.
2. Implement Assessment SaaS and add channels to verify parcel reassessment data.
3. Remediate Mobile Coverage deficiencies leveraging ARPA funding.
Workforce Planning

IS intentionally left job requisitions unfilled for four years in order to establish strategic direction for Cloud Computing and the skills needed to support SaaS platforms. Our Help Desk apprenticeship program aims to comply with Union requirements and provide a pipeline to tap needed talent.

In 2023, our goal is to announce a new IS organizational structure with new positions, a new layer of management, and opportunities for existing staff to pursue new career paths. To facilitate knowledge transfer for newly acquired tools, IS brings in industry specific experts to train staff on best practices.

### 2022 Accomplishments

1. Moved Cityworks/GIS lead resource from Public Works to Information Systems.
2. Fortified cybersecurity defenses and strategy leveraging a contractual expert.
3. Hired four contractual team members from our Apprenticeship Program which provides on-the-job experience with an opportunity for full-time employment.

### 2023 Priority Programs

1. Redesign IS Org Chart adding a layer of management to lead different disciplines.
2. Work with Union leadership to identify new job classes and new opportunities for staff.
3. Enable formal education around cybersecurity and product platforms.
New Castle County Countryside

Brandywine Springs

Becks Pond

Glasgow