

**Department of Natural and Cultural Resources**  
**STRATEGIC PLAN**  
**and**  
**INFORMATION TECHNOLOGY PLAN**  
**FY 2017 - 2019**



By

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Department of Natural and Cultural Resources

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# 1. Department of Natural and Cultural Resources Strategic Plan

## Executive Summary

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*DNCR's core mission is to improve quality of life in our state by creating opportunities to experience excellence in arts, history, libraries and nature in North Carolina by **stimulating learning, inspiring creativity, preserving the state's history, conserving the state's natural heritage, encouraging recreation and cultural heritage tourism, and promoting economic development.***

This document represents the Department of Natural and Cultural Resources' (DNCR's) Strategic Plan and the budget request for FY 2017-2019 that coincides. This Strategic Plan reflects the department's strategic goals based upon intentional discussions and analysis of the current situation and the critical needs necessary to be successful. The budgetary requests specifically address gaps in maintenance, opportunities to invest in the state's educational and tourism infrastructure, and critical ways to meet the increasing needs for security. While this request is large, it is not frivolous but intentional and strategic.

During the last biennium, the legislature transferred five divisions from the former Department of Environment and Natural Resources to the former Department of Cultural Resources, essentially creating a new Department of Natural and Cultural Resources. This administrative reorganization brought almost all of the state's cultural and natural heritage tourism agencies and non-formal educational institutions under one umbrella so that the state might achieve greater efficiencies through cross-divisional administrative, programmatic, and marketing initiatives. New cross-divisional teams have already instituted regional and statewide outreach and marketing initiatives and shared educational programming such as a centralized travelling exhibition program. In addition, the leadership has engaged in numerous forms of dialogue and communications to share best practices, to create stronger processes and policies and to establish a stronger team for the benefit of North Carolina. The Vision of DNCR changed ever so slightly to accommodate the five divisions by merely including "natural resources" to the vision. DNCR's vision is to be the leader in using the state's natural and cultural resources to build the social, cultural, educational and economic future of North Carolina. DNCR anchored the first three strategic goals around the Governor's "three E's":

- Efficiency - preserve, conserve, and protect North Carolina's natural and cultural resources in a more efficient and effective manner;
- Education - promote opportunities for online, onsite, outdoor and outreach educational experiences that are innovative, interactive and inspirational (but still authentic and memorable) to improve the quality of services and stimulate learning;
- Economic Development - create opportunities for engaging participants through innovative programming thematic scheduling and earned income activities for national distinction to promote economic development.

The remaining two strategic goals focus on core values and the private public partnerships. DNCR operates with seven core values and has identified a goal for the organization to strive for excellence in its daily operations around these values. The fifth goal addresses the critical relationships DNCR maintains with over 76 support groups. DNCR recognizes these private public partnerships are essential, valuable and encouraging; but managing external relationships with statewide volunteers and staff require attention in order to achieve excellence in governance, communications, programming and overall financial stewardship.

To achieve these five strategic goals, DNCR will continue to expand its collaborations with the Department of Commerce to better promote the state's natural and cultural resources for economic development, jobs and tourism; the Department of Information Technology to further develop administrative efficiencies; the Department of Transportation to build more attractive state infrastructure, to establish stronger grants management and point of sales solutions; and the Department of Public Instruction to provide more interactive, self-directed and authentic educational opportunities for the state's citizens.

Since DNCR is twice as large as it was in the last biennium, the leadership recognized some serious challenges and compelling opportunities for improvement. More specifically, supported by the strategic goals of the department around efficiency, education and economic development, DNCR requests investment in more robust programs of maintenance and capital projects; security; outreach, marketing, and promotions; and education to better meet the needs of the citizens while becoming more self-sustaining. Managing all of the state-owned treasures is a great responsibility and DNCR strives to create sustainability and to operate as exceptional financial stewards. Thankfully, these challenges and opportunities are not expected to be recurring. In order to satisfy the strategic goals, DNCR submits its greatest needs so that the full extent of its current budget situation can be demonstrated and communicated in a prioritized manner.

**Efficiency - Maintenance and Capital Projects:** DNCR is required to maintain over 1600 buildings across North Carolina and many of these buildings are historical in nature. Managing these extensive facilities requires an adequate maintenance budget in order to efficiently maintain the properties. Without the proper support, needs are not able to be addressed at the appropriate time; as a result, the costs to address the buildings increase. This has been an inefficient approach to managing these facilities properly. DNCR recognizes an efficiency opportunity in managing facilities requirements through stronger financial support. For example, prior to the most recent recession, DNCR's Division of State Historic Sites and Properties had an annual maintenance budget of \$800,000 to take care of approximately 250 buildings, of which almost 150 are historic and must be maintained to the Secretary of Interior Standards. This division now has less than \$50,000 annually to maintain these important structures, a number of which are iconic such as the 1767 Chowan County Courthouse, one of the few colonial-era courthouses still standing in the United States located in Edenton. The North Carolina Transportation Museum, alone, has more than 50 large-scale HVAC units, and multiple HVAC units go down each year at an average cost of \$10,000. Similar situations exist at other institutions within the department. To address maintenance needs, DNCR seeks to make the non-recurring funds provided to Tryon Palace and the North Carolina Transportation Museum in the last budget recurring. It also seeks additional recurring and non-recurring funds for the Division of State Historic Sites and Properties to hire and support five craftsmen who can perform maintenance at a demonstrated lower cost than outsourcing. Historic Sites craftsmen already service other divisions including the Museum of History division and now State Parks. These additional resources is a better fiscal approach to overall maintenance within DNCR. DNCR also requests non-recurring funds to support the Adopt-A-Trail Program in State Parks, leveraging the considerable volunteer efforts in maintenance of the state's highly popular trails system. Funds are also being sought to support a hydrological study of Lake Phelps at Pettigrew State Park to help determine how best to mitigate flooding in the surrounding communities.

**Efficiency -Security:** Following several well-publicized attacks in public institutions nationally, DNCR sought a security audit of its facilities in downtown Raleigh. In this audit, State Capitol Police strongly encouraged the department to restore the armed policemen formerly assigned to the Museums of History and Natural Sciences, in addition to providing greater security for the State Archives/State Library Building. Having the appropriate level of security staff is a more efficient and effective way of managing these state treasures and protecting the citizens on site and as they make payments to these entities. DNCR also needs to protect its increasing credit card interactions by strengthening its online security through Payment Card Industry (PCI) Compliance, centralizing its point of sales systems, meeting the requirements of the State Information Security Manual through the department's "Corrective Action Plan" (CAP), and creating positions in its Business Solutions unit to manage these processes and ensure data privacy. Due to the volume of revenue coming from credit card interactions (approximately \$20 million last year, not including support group transactions), the department's risk is considerable and increasing. This budget request seeks to build a more secure environment by funding both physical and online measures.

**Education:** DNCR is one of the leading buttresses to the state's formal education system, providing educational resources to the schools, fieldtrip opportunities, specialized professional development for teachers, in-school presentations, and other services in a wide range of subjects from science and nature to history and social studies, and arts and literature. While DNCR's educational role focuses on the K-12 audience, it regularly provides educational

opportunities to all ages. One of the greatest opportunities in the next few years is to improve the role DNCR plays in the classroom and online to reach this K-12 audience more intentionally. With the recent transfer of the five divisions from the former DENR to the former DCR, the new DNCR created a centralized education and outreach committee supported by a small dedicated staff to develop highly efficient cross-divisional programming and outreach activities such as the travelling exhibit program. The department's small educational unit has no dedicated funding beyond its staff salaries. In this budget request, DNCR seeks funds to better support cross-divisional education and outreach efforts with a focus on delivering programs in the state's most rural areas. This team will partner with all the educational resources within the divisions across the four pillars in the Arts, History, Library and Nature to share best practices, to create new and innovative opportunities and to develop consistent material to support the educators throughout the state. Strategically, DNCR has specific goals to grow online, onsite and through outreach efforts to make a stronger impact in stimulating learning and inspiring creativity. DNCR plans to use video formats to reach the students as well as revise lesson plans in line with NC standards. There's significant opportunity in education across all the divisions, and DNCR is strengthening its relationship with DPI. These conversations are addressing curriculum and accessibility of resources. DNCR also specifically requests the non-recurring funds provided to the North Carolina Arts Council's A+ Schools Program to be recurring, one of the leading whole school reform models where the instruction of all subjects is enhanced by the integration of the arts.

In addition, DNCR seeks funds to provide greater support to the North Carolina African American Heritage Commission, which is charged with developing programs in partnership with other departmental units and other state partners. The individual NCAC resource supporting the African American Heritage Commission has expanded her reach by supporting the five new divisions transferred to our department. There's a great amount of educational opportunity serving North Carolina's diverse community and DNCR recognizes the fund requirements to achieve this success. In addition, since Office of Human Resources for North Carolina has adopted Diversity and Inclusion as a state-wide goal for all state employees, DNCR has identified an opportunity to establish an agency wide Diversity and Inclusion Committee (formerly EEOC) to support all divisions in articulating how to exceed expectations against this value. DNCR requests this new resource to support this effort for DNCR. As North Carolina grows in its diversity, it's critical for the agencies to understand how to respond to the demographic changes favorably.

**Economic Development – Marketing and Outreach:** DNCR recognizes the role it plays in economic development and tourism. Over the last year, DNCR had over 25 million in visitors on site among the DNCR state attractions across North Carolina. With a strategic goal to continue to increase visitation on site as well as online, DNCR recognizes there's opportunity to enhance the marketing efforts to raise awareness and to drive tourism in a cost effective manner. Since DNCR has more than doubled in size, the additional divisions provide opportunity to promote venues and attractions regionally (with itineraries) and to encourage cross promotional efforts both to expand educational opportunities and to increase economic development in a more efficient manner. The department increased its earned media (based upon news stories in all channels) by 400% over the previous year and believes that adding marketing dollars to these efforts will increase the knowledge of North Carolina-owned treasures among the state's citizens and others to entice them to visit, continuing to build the state's tourism industry. Specific outreach, marketing and promotion activities supported by this budget request includes funds for signage, print-based materials, partnerships with UNC-TV and the North Carolina Division of Ferries, among others. Most importantly, this request will fund migration of the department's websites to become more mobile friendly and in line with the Department of Information Technology's mandated use of the Digital Commons. This budget request also seeks nonrecurring funds to extend by one biennium the highly successful marketing campaign that resulted in record-breaking visitation begun during the Division of State Parks and Recreation's recent centennial commemoration, coordinated with the department's regional marketing focus, to take full advantage of the publicity generated during the celebration. In addition, DNCR institutions are increasingly required to become more self-sustaining through receipt-generating activities such as facility rentals. Individuals renting facilities now expect them to come WiFi-equipped. DNCR is seeking funds to add WiFi to its facilities to help them become more self-sustaining.

In order to generate more economic development opportunities across the state, the North Carolina Arts Council is requesting additional funding for the state arts resources who are key economic drivers across the state but serve NC with educational programs as well. These 52 entities generate significant revenue for North Carolina and request additional funds to broaden their reach, including serving tier 1 counties to offer performances and educational experiences in these underserved communities. Increasing the Grassroots programs within the NC Arts Council distributes funding in all 100 counties and would also create jobs in 33 counties that could generate more economic activity among these more rural communities. Specifically, these funds would support an employee in each of these 33 counties within the local Arts Councils (or designated recipient) to encourage economic activity in the community in partnership with NCAC. Finally, investing in the SmART initiative that facilitates downtown revitalization allows the growth and development of additional communities within NC. SmART has generated significant activity in communities such as Wilson, Goldsboro, Burnsville and Kinston. All of these NCAC economic development activities are in line with both the DNCR and NCAC strategic goals and funding would support NCAC to facilitate growth in 5-10 more communities.

DNCR continues to support all of its entities in order to increase revenue generating activities and to attract private donations while achieving its vision and mission around education, economic development and efficiency. DNCR commits to an ongoing effort to find efficiencies but the ultimate desire is to accomplish more for the benefit of North Carolina with what the department already receives in state appropriations with the addition of some well-directed investments.

## 2. Department of Natural and Cultural Resources

### Quick Reference Guide

<b>Goal 1</b> - Expand educational resources available in North Carolina through access to State’s innovative, interactive and inspirational natural and cultural programs and services		
<b>Objective 1.1</b> - Expand educational programs by 5% through onsite activities		
<b>1.1.1</b> – total number of onsite educational scavenger hunts	<b>Strategy</b>	Introduce one new or revised scavenger hunt per site per year.
		<i>Division educational staff will plan, prepare and execute new or revised scavenger hunts offerings for general and targeted visiting audiences.</i>
<b>1.1.2</b> – implementation of new education program guide	<b>Initiative</b>	Implement new comprehensive DNCR educational program guide at three Division sites as a pilot program.
		<i>Department Educational Staff will partner with education staff from three Division sites to implement new guide that will be created (1.5.5).</i>
<b>Objective 1.2</b> – To improve and expand educational opportunities by 2% through online efforts to reach citizens.		
<b>1.2.1</b> –total number of online educational programs reviewed	<b>Initiative</b>	Review all lesson plans and revise as necessary with DPI’s curriculum guidance and DNCR’s Educational team’s input for effective reach.
		<i>Division educational staff will collaborate with DPI staff to review current on-line educational offerings for targeted audiences (e.g., schools).</i>
<b>1.2.2</b> –total number of online educational opportunities	<b>Strategy</b>	Create one new on-line educational activity for general visitors
		<i>Division educational staff will plan, prepare and execute at least one new on-line educational offering for general visitors and work with Marketing and Communications team as necessary to execute.</i>
<b>1.2.3</b> –number of new videos	<b>Strategy</b>	Create four new video that offers educational information and inspires onsite visitation for a deeper experience
		<i>Marketing and Communications in partnership with Division leadership and Educational staff will plan, prepare and execute at least one new on-line educational video offering for general visitors.</i>
<b>1.2.4</b> –program for tracking	<b>Strategy</b>	Create way to track on-line activity
		<i>Create a systematic program to track on-line activity.</i>
<b>1.2.5</b> –TV coverage	<b>Strategy</b>	Promote educational material on UNC-TV
		<i>Department Marketing and Communications staff will work with UNC-TV staff to create and air DNCR commercials to promote educational opportunities across the</i>

	<i>Agency. This may be in collaboration with Division leadership and educational team as necessary.</i>	
<b>Objective 1.3</b> - To expand educational opportunities by 2% through outreach for exposure to arts, history, libraries and nature		
<b>1.3.1</b> – total number of programs per quarter	<b>Strategy</b>	Offer one DNCR TV program per quarter with live webcast
	<i>Marketing and Communications will work with DNCR divisions and educational team to plan, prepare and execute a new educational TV program each quarter.</i>	
<b>1.3.2</b> – total number of field trips to site	<b>Strategy</b>	Identify a new way to communicate to schools in advance of field trips to improve their onsite experience
	<i>Divisions will work with local education representatives to identify methods to improve pre-visit communication on educational opportunities and programs.</i>	
<b>1.3.3</b> – creation of feedback mechanism	<b>Strategy</b>	Share follow up information or survey to complete the onsite field trip experience while providing an additional touchpoint
	<i>Divisions will work with local teachers to determine best method of feedback, design that mechanism and implement with select schools to test.</i>	
<b>1.3.4</b> – creation of new program	<b>Strategy</b>	Identify local underserved audience and develop an outreach program to introduce them to the site and agency
	<i>Divisions will work with local community leaders to identify possible audiences, their needs and ideal methods of communication.</i>	
<b>Objective 1.4</b> – Enhance/expand educational opportunities by 1% through outdoor activities		
<b>1.4.1</b> – total number of programs	<b>Strategy</b>	Offer one new activity or program to encourage movement and exercise per site per year
	<i>Divisions will create at least one activity designed to encourage more movement on their site during a visit.</i>	
<b>1.4.2</b> – number of signs created and installed	<b>Strategy</b>	Create one interpretive sign on site that identifies steps walked on given interior or exterior paths
	<i>Divisions will work with DNCR Marketing and Communications to develop consistent and clear signage with distance demarcations.</i>	
<b>Objective 1.5</b> – Commit one Division representative to actively participate in DNCR’s Education Committee to address educational opportunities and overall customer service improvements		
<b>1.5.1</b> – creation of newsletter	<b>Strategy</b>	Produce educational newsletter with submissions from each Division
	<i>DNCR Education team will create seven newsletters per year with input from each Division’s educational representative.</i>	

1.5.2 – list of new ideas	<b>Strategy</b>	Share best practices and generate new ideas across educational departments
	<i>DNCR education committee members will actively participate in on-going brainstorming and visioning process to generate actionable ideas.</i>	
1.5.3 – number of exhibits and booths	<b>Strategy</b>	Create traveling exhibits and vendor booths
	<i>DNCR education team will create plan and collect materials for exhibits and booth activities. DNCR Marketing and Communications staff will produce DNCR brochure and regional rack cards for all venues.</i>	
1.5.4 – implementation of commemorations	<b>Strategy</b>	Produce cross-divisional commemorations
	DNCR education team will help coordinate cross-divisional commemoration activities.	
1.5.5 – creation and testing of new program guide	<b>Initiative</b>	Develop new DNCR education program guide
	<i>DNCR education committee will develop a new educational program guide for consistency, quality and to enhance educational experiences.</i>	
<b>Goal 2 – Position North Carolina for economic growth by fostering the advancement of the economy</b>		
<b>Objective 2.1 – Improve the quality of the product offering within Department by improving overall customer satisfaction by 5%</b>		
2.1.1 – satisfaction rating on visitor surveys	<b>Strategy</b>	Conduct at least one survey per site per year to measure customer satisfaction including net promoter score question
	<i>Ensure there is some method for site visitors to record and provide anonymous and secure feedback at each Division Site. Measure satisfaction scores at sites</i>	
2.1.2 – change to wayfinding method	<b>Strategy</b>	Review the current wayfinding and identify one new improvement to enhance how visitors experience the site
	<i>Site staff review and update/add one priority feature to existing wayfinding methods.</i>	
2.1.3 – itineraries created	<b>Strategy</b>	Creation of individual and regional itineraries
	<i>DNCR marketing and communications staff will work with regional Division staff to create itineraries with suggested times and locations to support the overall visitor experience through digital and social media</i>	

2.1.4 – Wi-Fi capabilities	<b>Strategy</b>	Addition of Wi-Fi capabilities at all Historic Sites
		<i>Offer Wi-Fi capabilities to all historic sites and museums to be relevant, to allow programs to operate successfully, to engage the audiences and to offer to rental customers</i>
<b>Objective 2.2</b> – To increase awareness of NC’s rich cultural and natural resources and destinations by 5%		
2.2.1 – number of cross marketing effort every year	<b>Strategy</b>	Conduct three cross marketing initiatives a year
		<i>Engage other sites to both promote each other to drive attendance. Marketing and Communications will collaborate with divisions to create opportunities to promote different organizations.</i>
2.2.2 – maintenance of calendar accuracy	<b>Strategy</b>	Maintain accurate department level calendar
		<i>Utilize the DNCR calendar for efficient communications across the agency</i>
2.2.3 – social media analytics	<b>Strategy</b>	Review and improve Social Media engagement
		<i>Report on number of digital connections with visitors via social media platforms like Facebook and Twitter</i>
2.2.4 – creation of new websites	<b>Initiative</b>	Migrate eight Division websites to Drupal (CMS)
		<i>Create and update sites that are mobile friendly with Division content management capabilities to serve as an excellent first impression to the division/site or museum (Marketing and Communications)</i>
2.2.5 – number of engagements	<b>Strategy</b>	Participate in at least 12 tradeshow, festivals, conferences and the NC State Fair to advertise DNCR
		<i>Create prioritized list of events to which they, or another Agency representative, will be present to share more information about the Department and all of the Divisions by educational team.</i>
<b>Objective 2.3</b> – Increase economic development programs and services in communities to advance the economy and meet federal and state mandates		
2.3.1 – documentation of procedures	<b>Strategy</b>	Documentation of procedures and operations
		<i>Create documentation of procedures to accommodate state and federal mandates for knowledge retention and compliance</i>
2.3.2 – increased number of partnerships	<b>Strategy</b>	Increase inter-agency partnerships
		<i>Expand inter-agency partnerships for collaborations around economic development through ongoing meetings (e.g. NCAC, SHPO, Museums/sites with Commerce, DOT, DOA etc.)</i>

2.3.3 – scheduling of trainings	<b>Strategy</b>	Train librarians statewide to expand workforce development role.
	<i>Train librarians to expand role in workforce development and training while also pursuing a stronger partnership with Commerce to identify other opportunities.</i>	
2.3.4 – amount of investments	<b>Strategy</b>	Expand economic development investments through the Arts Council grants.
	<i>Expand economic development investments through the Arts Council grants and technical support to generate visitation and to inspire downtown revitalization.</i>	
<b>Objective 2.4</b> – Ensure 100% compliance with state and federal laws regarding purchasing and contracts, accounting and all other financial responsibilities to ensure excellent stewardship.		
2.4.1 – creation of new program	<b>Strategy</b>	Develop, maintain and implement comprehensive security and risk management program
	<i>Safety &amp; Occupational Health Director will lead effort to create and facilitate program’s operation.</i>	
2.4.2 – PCI Compliance	<b>Strategy</b>	Audit merchant environments to determine and remediate PCI DSS gaps.
	PCI QSA to perform on-site security audits, gap analysis, risk assessments, and penetration testing.	
2.4.3 – PCI Compliance	<b>Strategy</b>	Standardize Agency Point of Sale systems.
	Need to standardize Point of Sale terminal software and equipment so merchants can become and remain PCI compliant. Standardization allows central office staff to maintain merchant compliance more efficiently.	
<b>Goal 3 – Preserve, Conserve and Protect North Carolina’s Cultural and Natural Resources in an efficient manner</b>		
<b>Objective 3.1</b> – Enhance efforts around Capital projects, maintenance projects and risk assessments to improve care of DNCR assets.		
3.1.1 – software research and purchase	<b>Strategy</b>	Research, test and obtain new software
	<i>Research, test and adopt an application to track progress and to maintain prioritization list</i>	
3.1.2 – creation and accuracy of list	<b>Strategy</b>	Maintain ongoing maintenance list
	<i>Maintain ongoing maintenance list at each division to communicate with Capital Projects Division until software noted in 3.1.1 is available.</i>	
3.1.3 – risk assessment report	<b>Strategy</b>	Conduct risk assessment on the internal control processes across the Agency.
	<i>DNCR internal audit staff will continue on-going risk assessment at multiple levels for reporting to Chief Deputy Secretary’s review</i>	

<b>3.1.4 – addition of craftsman</b>	<b>Initiative</b>	Hire more specialized craftsman
		<i>Increase historic sites team to support efforts to service departmental needs in maintenance for cost savings in contractual services</i>
<b>3.1.5 – creation of program</b>	<b>Strategy</b>	Develop a preventive maintenance program
		<i>Develop a preventative maintenance program among facilities management teams</i>
<b>Objective 3.2 – Improve administrative responsibilities to streamline processes, to improve turnaround times and to enhance overall communications for effective and timely decision making (HR, Legal and Budget/Finance)</b>		
<b>3.2.1 – quarterly meeting held</b>	<b>Strategy</b>	Quarterly all hands meetings for HR and Budget/Finance
		<i>Coordinate and conduct quarterly meeting of all staff in their respective areas with subject matter experts.</i>
<b>3.2.2 – number of facilitated communications</b>	<b>Strategy</b>	Create and facilitate more communication opportunities
		<i>Provide monthly administrative checkpoints for HR, Budget/Finance, IT and/or Capital Project as necessary to communicate instructions, to train on new and current policies/processes, to address questions (target reduce complaints and delay)</i>
<b>3.2.3 – accuracy of data</b>	<b>Strategy</b>	Ensure all time is entered correctly measured by system to reduce discrepancies
		<i>Oversee audit of work time entered into system.</i>
<b>3.2.4 – increased task list</b>	<b>Strategy</b>	Shift some HR responsibilities to Division leaders
		<i>Increase delegation of HR responsibilities to the Division’s Leadership and HR representative and ensure adherence to policies</i>
<b>3.2.5 – timeframe for HR actions</b>	<b>Strategy</b>	Adoption of new HR tracking system
		<i>Introduce HR tracking system to ensure posting, hiring and reclassification activities related to staffing positions occur within a short timeframe with accuracy to maintain sufficient business operations within Divisions.</i>
<b>Objective 3.3 – Enhance effective use of digitization, GIS and IT asset management to improve overall capabilities in preservation, communications and accessibility.</b>		
<b>3.3.1 – number of digitization efforts</b>	<b>Strategy</b>	Pursue one creative digitization initiative each year in order to reduce spending or improve efficiencies
		<i>Reduce paper consumption and/or protect paper documents by implementing digital resources across all divisions as appropriate</i>

3.3.2 – Inventory Reconciliation	<b>Strategy</b>	Strengthen Inventory Management process to confirm licenses and equipment.
	Conduct a comprehensive inventory of equipment and licenses. Identify monthly tracking process that coordinates among Human Resources, Finance and Budget, Division Leadership and IT.	
3.3.3 – GIS program	<b>Strategy</b>	Identify all GIS and Survey capabilities across DNCR to coordinate efficiencies and knowledge retention.
	Expand the scope and range of GIS analytical and organizational capabilities by reducing duplicative projects and efforts.	
<b>Objective 3.4 – Enhance collaboration and increase training within DNCR on Strategy, Leadership and Operations as well as creativity and conservation efforts for long term sustainability of our natural and cultural resources</b>		
3.4.1 – number of leadership trainings and division director meetings	<b>Strategy</b>	Engage in one training effort on strategy and on leadership a year and hold 12 division director meeting with descriptive agenda
	<i>Coordinate agency wide training efforts for Division leaders and coordinate agendas and facilitation for monthly meetings by Secretary's office.</i>	
3.4.2 – Internal training options	<b>Strategy</b>	Offer opportunities to experience programming and activities within DNCR and with other entities to generate creative ideas for DNCR solutions
	<i>Create a training program for DNCR employees similar to "CLE" (continual legal education) to allow DNCR employees to participate in programs outside of their division that expand their knowledge of DNCR and introduce new ideas for creative thinking and innovative solutions. This is an internal educational training program.</i>	
3.4.3 – budget accuracy	<b>Strategy</b>	Provide budget compliance and fiscal oversight
	<i>Provide budget compliance and fiscal oversight to maximize financial resources in a timely and systematic way to support agency needs and to protect DNCR resources</i>	
3.4.4 – number of employee recognitions	<b>Strategy</b>	<i>Expand employee recognition program</i>
	<i>Expand capabilities to acknowledge employee recognitions (on the ECO - DNCR's intranet or through the newsletter)</i>	
<b>Objective 3.5 – Encourage knowledge development, knowledge retention and succession planning through training, prioritization and policy development to encourage adaption</b>		

3.5.1 – Security awareness training	<b>Strategy</b>	Create PCI Security Awareness training program.
		Develop and implement Agency's PCI security awareness training. Staff handling credit card information must receive training upon hire and annually to meet PCI compliance.
3.5.2 – creation of list	<b>Strategy</b>	Establish list of critical needs of fragile resources
		<i>Compile and maintain list of most fragile resources across state and conservation efforts to understand risks and to create a sustainability plan</i>
3.5.3 – list of possible uses	<b>Strategy</b>	Review of LMS system and capabilities
		<i>Identify opportunities for DNCR to use LMS tool for intentional training (i.e. supervisor/management training for new hires)</i>
3.5.4 – revised policies	<b>Strategy</b>	Improve onboarding efforts
		<i>Improve onboarding efforts to communicate all policies and to educate on DNCR's culture and capabilities (i.e. add work schedule, time policy)</i>
3.5.5 – succession plan creation	<b>Strategy</b>	Identify key positions with imminent openings
		<i>Identify key positions with staff set for retirement to ensure knowledge retention and succession planning</i>
<b>Objective 3.6</b> – Understand the business needs from the DNCR divisions to achieve their goals and provide viable solutions to meet their needs		
3.6.1 – Develop new structure and relationship outline	<b>Strategy</b>	Leverage Business Solutions Team to work directly with Agency Divisions in defining new efficiencies and developing project scope.
		<i>Modify current project management workflow to have Business Solutions develop customer scope and deliver project requirements to applicable divisions for implementation.</i>
	<b>Strategy</b>	Develop a more effective and efficient governance model for Agency projects with clearly defined roles and responsibilities
		<i>Create a results-oriented project environment and ensure customers have a solid foundation for project initiation, competent project staff and greater involvement of project sponsors.</i>
	<b>Strategy</b>	Create committee structures and collaboration teams to ensure key stakeholders are involved.
		<i>Establish regular meetings between Agency divisions and Business Solutions Team to discuss project milestones and deliverables.</i>
<b>Goal 4- Establish regular meetings between Agency divisions and Business Solutions Team to discuss project milestones and deliverables.</b>		

<b>Objective 4.1 – Identify technological, creative and innovative needs of Divisions and allocate sufficient resources to provide them.</b>		
4.1.1 – list of needs	<b>Strategy</b>	Creation and prioritization of needs list
	<i>Business solutions unit develops and prioritizes needs list working with the division leadership team</i>	
4.1.2 – ROI process	<b>Strategy</b>	Create ability to do ROI analysis for new ideas
	<i>Engage divisions to generate new ideas and to identify return on investment analysis</i>	
4.1.3 – Risk Inventory	<b>Strategy</b>	Inventory of current risks and increase Agency's overall security posture.
	<i>Develop and implement a program to provide strategic direction, ensuring that objectives are achieved, ascertaining that risks are managed appropriately and verifying that the Agency's IT resources are used responsibly. Risks will be managed by identifying assets, discovering threats and estimating Agency risk.</i>	
<b>Objective 4.2 Engage all Divisions to improve Teamwork and Collaboration for effective program development, training, communications and process improvements</b>		
4.2.1 – number of training sessions	<b>Strategy</b>	Create and offer training sessions
	<i>Offer two DNCR trainings to communicate essential Marketing and Communications and Educational Program Development strategies a year</i>	
4.2.2 – number of forums	<b>Strategy</b>	Create and offer forums for collaboration
	<i>Offer two forums for collaboration with support groups including gift stores</i>	
<b>Objective 4.3 Expand Diversity and Inclusion activities (former EEO) with Divisional representation</b>		
4.3.1 – creation of committee	<b>Strategy</b>	Establish DNCR wide Diversity and Inclusion Committee
	<i>Establish DNCR wide Diversity and Inclusion Committee to address internal and external opportunities for improvement in recruiting and workplace environment</i>	
4.3.2 – list of opportunities	<b>Strategy</b>	Identifying opportunities for new audiences
	<i>Identify opportunities to improve accessibility and to reach new audiences</i>	
4.3.3 – definition of role and responsibilities	<b>Strategy</b>	Identify agency wide opportunities to address Diversity and Inclusion
	<i>Expand commitment to diversity within North Carolina by increasing the African American Commission's role and capabilities</i>	
	<b>Strategy</b>	Select and plan design of new monument

<b>4.3.4</b> – design of monument	<i>Work with the African American Commission to select and plan the new African American monument to be located at the Capitol.</i>	
<b>Objective 4.4 Engage in Safety and Health as well as DNCR Executive Safety &amp; Health Council with Divisional representation</b>		
<b>4.4.1</b> – creation of new committee	<b>Strategy</b>	Create new Department wide committee
	<i>Establish a DNCR Safety and Health Committee with divisional representation</i>	
<b>4.4.2</b> – list of needs	<b>Strategy</b>	Assess critical security needs across Agency.
	<i>Secretary’s office will work with Division Directors to identify all security threats to prioritize list of critical needs across the State.</i>	
<b>4.4.3</b> – additional security measures	<b>Strategy</b>	Increase security guards
	<i>Increase security guard presence at downtown Raleigh locations.</i>	
<b>Objective 4.5 Inspire appreciation and conservation of North Carolina’s resources through collaboration and teamwork</b>		
<b>4.5.1</b> – creation of committee	<b>Strategy</b>	Create new conservation and sustainability committee
	<i>Establish DNCR conservation and sustainability committee to share best practices, to identify critical opportunities and to prioritize efforts</i>	
<b>4.5.2</b> – creation and use of new messaging	<b>Strategy</b>	Creation and use of consistent messaging across Agency
	<i>Create unified messaging among DNCR to inspire positive changes to protect natural resources including animals and species</i>	
<b>4.5.3</b> – creation of relationships	<b>Strategy</b>	Identify and collaborate with outside partners
	<i>Partner with NC stakeholders (i.e. corporations, local communities, etc.) to develop sustainable practices and/or to expand messaging</i>	
<b>4.5.4</b> – list of sustainable practices	<b>Strategy</b>	Create and mandate sustainable business practices
	<i>Establish practices within DNCR to improve operations and to save money through sustainable efforts</i>	
<b>Goal 5 – Enhance business development and fund raising efforts with private, public, and intergovernmental partnerships to increase overall awareness and availability of the Natural and Cultural Resources</b>		
<b>Objective 5.1 Ensure all Agency support groups have a relevant, accurate and supported Memorandum of Agreement between the State and the support group</b>		
<b>5.1.1</b> – <i>contact list</i>	<b>Strategy</b>	Identify primary contact for each party

	<i>Identify one key relationship manager that is accountable for the support group relationship and the management of the MOA</i>	
<b>5.1.2 – communication plan</b>	<b>Strategy</b>	Enhance the communications with the support groups
	<i>Enhance the communications with the support group’s board for a productive, intentional and collaborative relationship</i>	
<b>Objective 5.2 Improve the Agency wide approach to grant writing and the strategic and collaborative approach to increase funding</b>		
<b>5.2.1 – planning session</b>	<b>Strategy</b>	Dedicate time at Division Director Meetings.
	<i>Devote time at two Division Director’s meetings to discuss fundraising, strategic funding opportunities and collaborative opportunities</i>	
<b>Objective 5.3 Pursue one new partner for DNCR’s growing relationship and to increase awareness and support</b>		
<b>5.3.1 – creation of opportunity list</b>	<b>Strategy</b>	Develop list of potential partners with action plan
	<i>Secretary’s leadership team will brainstorm list of potential partners and create actions steps to contact and develop relationship with top three potential partners.</i>	

## 3. Enterprise Opportunities

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### 3.1. Potential Initiatives

During the Strategic Planning process, DNCR met with all of the divisions within Arts, History, Libraries and Nature to ensure each division also has created a Division strategic plan. Often, these are in collaboration with support groups. DNCR has 76 support groups (e.g. friends, societies and foundations) that are integral to the support of all of the DNCR state treasures. In this detailed exercise, a list of potential opportunities for overall growth and development were identified. These long-term ideas focus on innovative technology, capital improvements, creative educational solutions and marketing efforts to improve the operations of the DNCR entities to generate economic development and to improve education in a more efficient and effective manner.

In order to meet DNCR's mission, vision and strategic goals, it's essential to have relevant technology to attract and to engage visitors. DNCR recognizes the state attractions compete with visitation experts such as Disney. Visitors also have high expectations driven by the rapid change and availability of electronic tablets and cell phones these days. As a result, it's critical to offer authentic experiences while reaching visitors in forums that are familiar, current and exciting. Technologies such as iBeacon, 3D printing and touchscreen solutions that engage the audiences with an educational approach are significant additions. Other items on the strategic, long-term list is to pursue call center capabilities, and online shopping for gifts and admission tickets. This will require more robust capabilities and significant enhancements to compliance. The efforts to assess the cost of these initiatives and to evaluate the potential return on investments has not been started. Pursuing support group funds or grants for these technology solutions are potential options.

DNCR manages almost \$1 Billion in fixed assets including 1500 buildings across the state. Managing an array of facilities across the four pillars (Arts, History, Libraries and Nature) requires a lot of vision and daily maintenance. Many of these facilities tell North Carolina's history through carefully preserved buildings while others feature endangered animals. Within Worksheet III, DNCR made capital improvement recommendations that were strategically identified in line with the strategic goals by identifying opportunities for economic development including revenue generation and educational improvements. These include new visitor centers, updated facilities and exhibits, a trackless train and essential maintenance needs. Consideration of this list would be greatly appreciated. These investments are most likely from state directed support unless an aggressive capital campaign among the support groups is feasible.

The role DNCR plays within educational is critical. DNCR is to support the Department of Public Instruction in teaching history based on statute. There's a significant opportunity to use the DNCR state entities to add value to the DPI curriculum and non-formal educational opportunities to generate more enthusiasm toward learning within History and STEAM (Science, Technology, Engineering, Arts and Math). DNCR desires to create a "footprint" guide to support all program development across the agency that identifies specific learning goals. DNCR is meeting with DPI's curriculum leadership on December 6<sup>th</sup> in a four-hour session. The hope is to connect all the educators across the divisions with the key curriculum leaders and developers within DPI. With sufficient funding, DNCR could create and/or revise all DNCR lesson plans to support DPI's educational goals. Offering this material on DPI's Homebase portal that interfaces with external solutions would provide efficient access to the information. Other solutions including upgrading the current DNCR educational portal. Funding temporary positions to create the Footprint, to train DNCR resources and to revise lesson plans in line with educational goals would add significant value to the overall role DNCR can play to inspire educators and students in learning across the four pillars of Arts, History, Libraries and Nature. Other needs would include additional business solution system analysts. DNCR has pursued a grant to support an upgrade to the current educational portal but was not successful. There's potential to partner with DPI, but DNCR is unsure of their funding capabilities at this time.

Finally, one of the biggest challenges DNCR faces is funding the cross agency marketing and communications needs in order to be reach potential new audiences with targeted messages to drive visitation. Without succinct marketing research, funds for intentional advertising and solutions to create and communicate specific itineraries, it's challenging to engage new markets. These efforts would be in coordination with VisitNC, UNC-TV and other potential partners. Ultimately, creating a mobile application that can communicate information about all the NC state managed attractions would be an efficient marketing solution. Funding for this initiative has not be pursued.

Addressing the long-term ideas to be the leader in using the Natural and Cultural Resources for the social, cultural economic, and educational future requires additional resources. Establishing new innovative technology, offering capital improvements, developing creative educational solutions and enhancing the marketing efforts will ultimately improve the operations of the DNCR entities to generate economic development and to improve education in a more efficient and effective manner.

### 3.2. Collaborative Opportunities

DNCR continues to pursue opportunities to collaborate. Collaborations are underway with various agencies, but opportunities to discover more efficiencies requires additional resources to analyze and to coordinate efforts. DNCR values relationships with the Department of Commerce to better promote the state's natural and cultural resources for economic development, jobs and tourism; the Department of Information Technology to further develop administrative efficiencies; the Department of Transportation to build more attractive state infrastructure, to establish stronger grants management and point of sales solutions; and the Department of Public Instruction (DPI) to provide more interactive, self-directed and authentic educational opportunities for the state's citizens.

The Department of Commerce offers opportunities in tourism with Visit NC through the Economic Development Partnership as well as the through the Welcome Centers. DNCR also wants to solidify intentional activities with the Rural Center, Main Street Development and the Workforce solution. Department of Transportation (DOT) through the Ferry System and the DMV offers marketing and advertising opportunities to promote the state owned treasurers as well. DOT also operates with very effective grants management program, point of sale solutions and enterprise technology solutions. DNCR plans to continue conversations for more effective collaborations with DOT. Finally, DNCR has initiated a stronger, intentional relationship with DPI. Specifically, DNCR recognizes an opportunity to collaborate around digital learning. In a partnership with the Friday Institute, DPI is identifying a solution to grow the availability of resources to the K-12 educators to enhance statewide digital learning capabilities and has engaged DNCR in the process. Conversations around establishing an overarching architecture with open source capabilities to allow educators to reach educational content produced within the state are well underway. DNCR has significant amount of material to offer this community and looks forward to future collaborative discussions.

## 4. Department of Natural and Cultural Resources **Vision, Mission, and Values**

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### 4.1 Vision

*Our vision is to be the leader in using the state's natural and cultural resources to build the social, cultural, educational and economic future of North Carolina.*

### 4.2 Mission

*Our mission is to improve quality of life in our state by creating opportunities to experience excellence in the arts, history, libraries and nature in North Carolina by*

- *stimulating learning*
- *inspiring creativity*
- *preserving the state's history*
- *conserving the state's natural heritage*
- *encouraging recreation and cultural heritage tourism*
- *promoting economic development*

### 4.3 Values

#### **Accountability**

Accepts full responsibility for oneself and for one's contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency and state, to maintain the public's trust.

#### **Innovation & Creativity**

Applies creative problem-solving skills to his/her work to develop solutions to problems; recognizes and demonstrates the value in taking calculated risks and learning from mistakes; develops multiple alternatives and understands the feasibility of each; effectively shares and implements his/her ideas. Continually seeks imaginative, innovative, and efficient solutions to business problems, both old and new.

#### **Quality**

Consistently delivers high-quality products, services, processes, programs, and projects. Regularly and proactively seeks ways to improve outcomes and results. Produces work that is accurate, efficient, and timely.

#### **Customer Service**

Consistently demonstrates a strong commitment to providing value-added services to external and internal customers; Proactively identifies customer needs and requirements, delivers quality service, and continuously improves performance of self and others. Develops, implements, and evaluates work processes which are both efficient and effective from the customers' perspectives.

#### **Diversity & Inclusion**

Demonstrates an open-minded approach to understanding people, regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics; treats all people fairly and consistently and with dignity and respect; effectively builds an inclusive work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone feels welcomed and valued and is allowed the opportunity to use his/her skills, abilities, and knowledge to succeed.

## **Safety & Health**

Consistently demonstrates a strong commitment to providing state employees with a safe and healthy workplace. Proactively identified and reduces, or takes action to reduce, risks and hazards and abides by regulatory requirements. Understands the importance of safe work practices and personal protective equipment, enables assigned employees to do the same, and acts to correct unsafe conditions, not waiting for others to correct issues. Develops, implements, and evaluates work processes (utilizes Hazard Recognition practices) that address immediate risk and also improves systems to address future risk. Complies with all state and agency safety requirements for the position, including training, medical clearance, use of personal protective equipment, injuries/illness reporting requirements, and medical treatment for work-related injuries/illness.

## **Teamwork & Collaboration**

Cooperates with others to accomplish common goals. Works with external constituents and other employees to achieve shared goals. Treats others with dignity and respect. Maintains a friendly demeanor. Values the contributions of others. Communicates confidently and clearly using visual, written, and verbal methods. Understands, respects, and responds nonjudgmentally to those different from him-/herself. Builds effective teamwork. Uses negotiation and persuasion to mobilize others to work toward a common goal.

## 5. Department of Natural and Cultural Resources Goals, Objectives, and Measures of Success

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Goal 1 - Expand educational resources available in North Carolina through access to State's innovative, interactive and inspirational natural and cultural programs and services

*This goal aligns with the Governor's vision to strengthen our educational system.*

**1.1 Objective** - Expand educational programs by 5% through onsite activities

**1.1.1 Measures of Success** – total number of onsite educational scavenger hunt programs. Data will be a combination of existing and new.

**Strategy** - Introduce one new or revised scavenger hunt per site per year

Divisions will plan, prepare and execute new or revised scavenger hunts offerings for general and targeted visiting audiences. Total scavenger hunts offered on-site at all divisions at the beginning of FY17 will be compared to the total offered at the end of FY19.

**1.1.2 Measures of Success** – Implement new comprehensive program guide. This will be new data.

**Initiative:** Implement new comprehensive DNCR educational program guide at three Division sites as a pilot program.

Department Educational Staff will partner with education staff from three Division sites to train staff and implement new guide that will be created (e.g. Footprint) (1.5.5).

**1.2 Objective** – To improve and expand educational opportunities by 2% through online efforts to reach citizens.

**1.2.1– Measures of Success** -total number of on-line educational opportunities reviewed. Data will be new collected during FY17-19.

**Initiatives** – Collaborate with Department of Public Instruction (DPI) staff to review all lesson plans and revise as necessary with DPI guidance and new division title and policies

Division and DNCR educational staff will collaborate with DPI staff to review current on-line educational offerings for targeted audiences (e.g., schools). Total on-line educational opportunities reviewed and revised will be assessed.

**1.2.2 Measures of Success** –total number of online educational opportunities. New data will be collected to be compared with existing data.

**Strategy-** Create one new on-line educational activity for general visitors

Marketing and Communications will plan, prepare and execute at least one new on-line educational offerings for general visitors in collaboration with the Divisions and the Education team. Total on-line educational opportunities at all divisions' websites at the beginning of FY17 will be compared to the total offered at the end of FY19.

**1.2.3 Measures of Success** –number of new videos. This will be new data collected.

**Strategy-** Create one new video that offers educational information and inspires onsite visitation for a deeper experience

Marketing and Communications staff will plan, prepare and execute at least one new on-line educational video offering for general visitors in collaboration with the Divisions and the Education team as appropriate. Total on-line educational videos at the beginning of FY17 will be compared to the total offered at the end of FY19. This is in collaboration with the divisions.

**1.2.4 Measures of Success** –program for tracking. This will be new data collected.

**Strategy-** Create way to track on-line activity.

DNCR staff will work to identify methods to track on-line activity at DNCR websites.

**1.2.5 Measures of Success** –TV coverage. This will be new data collected.

**Strategy-** Promote educational material on UNC-TV.

Marketing and Communications staff will work with UNC-TV staff to create and air DNCR commercials to promote educational opportunities across the Agency.

**1.3 Objective** – To expand educational opportunities by 2% through outreach for exposure to arts, history and nature.

**1.3.1 Measures of Success** – total number of programs per quarter. New data will be collected and compared to existing data.

**Strategy** - Offer one DNCR TV program per quarter with live webcast.

Marketing and Communication staff will plan, prepare and execute new educational programs each quarter working with the Divisions and the Education team. Total TV programs at the beginning of FY17 will be compared to the total offered at the end of FY19.

**1.3.2 Measures of Success** – total number of field trips to site. New data will be collected and compared to existing data.

**Strategy:** Identify a new way to communicate to schools in advance of field trips to improve their onsite experience.

Divisions will work with local education representatives to identify best and preferred methods and approach to improve pre-visit communication on educational opportunities and programs.

### **1.3.3 Measures of Success** – creation of feedback mechanism

**Strategy:** Share follow up information or survey to complete the onsite field trip experience while providing an additional touchpoint

Divisions will work with local teachers to determine best method of feedback, design that mechanism and implement with select schools to test.

### **1.3.4 Measures of Success** – creation of new program

**Strategy:** Identify local underserved audience and develop an outreach program to introduce them to the site and agency.

Divisions will work with local community leaders to identify possible audiences, their needs and ideal methods of communication (e.g., Veterans, minorities). See associated Worksheet II.

## **Objective 1.4** – To enhance educational opportunities by 1% through outdoor activities.

**1.4.1 Measures of Success** – total number of programs. New data will be collected and compared to existing data.

**Strategy:** Offer one new activity or program to encourage movement and exercise per site per year.

Divisions will create at least one activity designed to encourage more movement on their site during a visit. This strategy is in conjunction with 1.4.2 below to focus on promotion of overall fitness.

**1.4.2 Measures of Success** – number of signs created and installed. This will be a new measure collected at each site.

**Strategy:** Create one interpretive sign on site that identifies steps walked on given interior or exterior paths

Divisions will work with DNCR Marketing and Communications to develop consistent and clear signage with distance demarcations. Signs can be located outside or within

building to inspire healthy activity of walking and to encourage repeat visitation as a part of a regular healthy exercise routine.

**Objective 1.5** – Commit one Division representative to actively participate in DNCR’s Education Committee to address educational opportunities and overall customer service improvements.

**1.5.1 Measures of Success** – creation of newsletter. This will be a new measure collected by the committee chair and DNCR education staff.

**Strategy:** Produce educational newsletter with submissions from each Division.

The DNCR Education team will create seven newsletters per year with input from each Division’s educational representative during the education committee meetings. The primary targeted audience for these newsletters are teachers in formal school settings; however other educators and administrators are also a priority.

**1.5.2 Measures of Success** – list of new ideas. This will be a new measure collected by the committee chair and DNCR education staff.

**Strategy:** Committee representatives will share best practices and generate new ideas across educational departments. Committee members will also actively participate in on-going brainstorming and visioning process to generate actionable ideas.

**1.5.3 Measures of Success** – number of exhibits and booths. This will be a new measure collected by the committee chair and DNCR education staff.

**Strategy:** DNCR education team will create traveling exhibits and vendor booths to help promote Agency’s mission and resources. Marketing and Communications will create plan and collect materials for exhibits and booth activities. Intent is that these exhibits and activities move throughout the entire state enabling citizens to see and interact with them. See associated Worksheet II.

**1.5.4 Measures of Success** – implementation of commemorations. This will be a new measure collected by the committee chair and DNCR education staff.

**Strategy:** DNCR education team will produce cross-divisional commemorations for specific calendar anniversaries and other recognition of significant events and people. DNCR education team will help coordinate cross-divisional commemoration activities including supplies, staff and activities.

**1.5.5 Measures of Success** – Develop new DNCR education program guide. This will be new data.

**Initiative:** Develop a comprehensive DNCR educational program guide to encourage consistent and dynamic programming and engage two divisions as a pilot program.

Department Educational Staff will partner with the DNCR education committee to prepare and field test new education program template. Template will be created using best practices from professional interpretation, informal and formal education fields (e.g. Footprint)

## Goal 2 - Position North Carolina for economic growth by fostering the advancement of the economy

*This goal aligns with the Governor's vision to encourage a vibrant and growing economy.*

**Objective 2.1** – Improve the quality of the product offering within Department by improving overall customer satisfaction by 5%

**2.1.1 Measures of Success** – satisfaction rating on visitor surveys. This will be a new measure collected at selected sites.

**Strategy-** Conduct one survey per site per year to measure customer satisfaction including net promoter score question. Ensure there is some method for site visitors to record and provide anonymous and secure feedback at each Division Site. Measure satisfaction scores at sites.

**2.1.2 Measures of Success** – change to wayfinding method. This will be a new measure collected at each site.

**Strategy-** Review the current wayfinding and identify one new improvement to enhance how visitors experience the site

Site staff review and update/add one priority feature to existing wayfinding methods. Site staff will observe or interview visitors using new wayfinding method to determine effectiveness.

**2.1.3 Measures of Success** – Itineraries created. This will be a new measure collected at each site.

**Strategy-** Creation of individual and regional itineraries

DNCR staff will work with regional Divisions to create itineraries with suggested times and locations to support the overall visitor experience

**2.1.4 Measures of Success** – Wi-Fi Capabilities. This will be a new measure collected at each site.

**Strategy-** Addition of Wi-Fi capabilities at all Historic Sites

Business Solutions Team will work with DIT to offer Wi-Fi capabilities to all Historic Sites and museums to be relevant, to allow programs to operate successfully, to engage the audiences and to offer to rental customers. See associated Worksheet II.

**Objective 2.2** – To increase awareness of NC’s rich cultural and natural resources and destinations by 5%

**2.2.1 Measures of Success** – number of cross marketing effort every year. This will be new data collected.

**Strategy-** Create and promote three cross marketing initiatives a year.

Marketing and Communications in collaboration with the Divisions will engage with other sites to both promote each other to drive attendance.

**2.2.2 Measures of Success** – maintenance of calendar accuracy. This will be a collection of new data.

**Strategy-** Maintain accurate department level calendar

DNCR staff will utilize the DNCR calendar for efficient communications across the agency. Marketing and Communications and Division leaders will submit accurate program details on time as schedule to maintain calendar.

**2.2.3 Measures of Success** – social media analytics. This will be a comparison of existing data to new data.

**Strategy-** Review and improve Social Media engagement – measured by traditional hits etc.

Marketing and Communication team and site managers will report on number of connections with visitors via social media platforms like Facebook and Twitter.

**2.2.4 Measures of Success** – creation of new adaptive websites. This will be new data collected.

**Initiative-** Migrate eight websites to Drupal (CMS).

Marketing and Communications will manage the efforts to create and update eight remaining Division websites to Drupal that are mobile friendly with Division content management capabilities to serve as an excellent first impression to the division/site or museum. Current websites are out of date, inconsistent, difficult to navigate and confusing thus resulting in a poor user experience and possibly hurting attendance and causing loss of revenue. See associated Worksheet II.

**2.2.5 Measures of Success** – number of engagements. This will be new data collected.

**Strategy-** Participate in at least 12 tradeshow, festivals, conferences and the NC State Fair to advertise DNCR. DNCR education staff will create prioritized list of events to which they, or another Agency representative, will be present to share more information about the Department and all of the Divisions. See associated Worksheet II.

**Objective 2.3** – Increase economic development programs and services in communities to advance the economy and meet federal and state mandates.

**2.3.1 Measures of Success** – documentation of procedures. This will be new data.

**Strategy-** Documentation of procedures and operations.

Create documentation of procedures to accommodate state and federal mandates for knowledge retention and compliance

**2.3.2 Measures of Success** – increased number of partnerships. This will be a collection of new data.

**Strategy-** Increase inter-agency partnerships.

Expand inter-agency partnerships for collaborations around economic development through ongoing meetings (e.g. NCAC, SHPO, Museums/sites with Commerce, DOT, DOA etc.)

**2.3.3 Measures of Success** – scheduling of trainings. This will be a collection of new data.

**Strategy-** Train librarians statewide to expand workforce development role.

State librarian team will work with regional library leadership to train librarians to expand role in workforce development and training while also pursuing a stronger partnership with Commerce to identify other opportunities.

**2.3.4 Measures of Success** – amount of investments. This will be a collection of new data.

**Strategy-** Expand economic development investments through the Arts Council grants.

Expand economic development investments through the Arts Council grants and technical support to generate visitation and to inspire downtown revitalization. Effort will be led by Arts Council staff. See associated Worksheet II.

**Objective 2.4** – Ensure 100% compliance with state and federal laws regarding purchasing and contracts, accounting and all other financial responsibilities to ensure excellent stewardship.

**2.4.1 Measures of Success** – creation of new program. This will be a collection of new data.

**Strategy**- Develop, maintain and implement comprehensive security and risk management program. See associated Worksheet II.

Safety & Occupational Health Director will lead effort to create and facilitate program's operation.

**2.4.2 Measures of Success** – Increase Agency's PCI compliance by 75%.

**Strategy**- Audit merchant environments to determine and remediate PCI DSS gaps. PCI QSA to perform on-site security audits, gap analysis, risk assessments, and penetration testing.

**2.4.3 Measures of Success** – Increase Agency's PCI compliance by 75% efficiently.

**Strategy**- Standardize Agency Point of Sale systems.

Need to standardize Point of Sale terminal software and equipment so merchants can become and remain PCI compliant. Standardization allows central office staff to maintain merchant compliance more efficiently.

### Goal 3 - Preserve, Conserve and Protect North Carolina's Cultural and Natural Resources in an efficient manner

*This goal aligns with the Governor's vision to contribute to effectiveness and efficiency.*

**Objective 3.1** – Enhance efforts around Capital projects, maintenance projects and risk assessments to improve care of DNCR assets.

**3.1.1 Measures of Success** – software research and purchase. This will be a collection of new data.

**Strategy**- Research, test and obtain new software.

Business Solutions team will collaborate with the Capital Projects Director to research, test and adopt a departmental software application to schedule and track preventative and corrective maintenance, to capture repair costs, to develop an inventory of equipment and to maintain prioritization list.

**3.1.2 Measures of Success** – creation and accuracy of list. This will be combination of existing and new data.

**Strategy-** Maintain ongoing maintenance list. Maintain ongoing maintenance list at each Division, until software noted in 3.1.1 is available, to communicate with Capital Projects Division.

**3.1.3 Measures of Success** – risk assessment report. This will be combination of existing and new data.

**Strategy-** Conduct risk assessment on the internal control processes across the Agency. DNCR internal audit staff will continue on-going risk assessment at multiple levels for reporting to Chief Deputy Secretary's review. Audit staff will flag priority concerns for immediate remediation.

**3.1.4 Measures of Success** – addition of craftsman. This will be new data collected.

**Initiative-** Hire more specialized craftsman.

Increase historic sites team to support efforts to service departmental needs in maintenance for cost savings in contractual services. Historic Sites Director will collaborate with HR to follow necessary steps to hire staff. See associated Worksheet II.

**3.1.5 Measures of Success** – creation of program. This will be new data collected.

**Strategy-** Develop a preventive maintenance program.

Capital Projects Director and Division Maintenance leaders will initiate development of a preventative maintenance program among facilities management teams. Best practices from private industry will be shared to help adopt basic ways to save money and time across Agency.

**Objective 3.2** – Improve administrative responsibilities to streamline processes, to improve turnaround times and to enhance overall communications for effective and timely decision making (HR, Legal and Budget/Finance)

**3.2.1 Measures of Success** – quarterly meeting held. This will be new data collected.

**Strategy-** Quarterly all hands meetings for HR and Budget/Finance.

Division leaders will coordinate quarterly meeting of all staff in their respective areas with subject matter experts. Directors will promptly notify Agency leadership of any issues causing disturbance in workflow or suggestions for change in operations.

**3.2.2 Measures of Success** – number of facilitated communications. This will be new data collected.

**Strategy-** Monthly all hands meetings for HR and Budget/Finance.

Division leaders will provide monthly administrative checkpoints for HR, Budget/Finance, IT and/or Capital Project as necessary to communicate instructions, to train on new and current policies/processes, to address questions (target reduce complaints and delay) and inspire productivity.

**3.2.3 Measures of Success** – accuracy of data. This will be new data collected.

**Strategy-** Ensure all time is entered correctly measured by system to reduce discrepancies.

HR Director will oversee audit of work time entered into system.

**3.2.4 Measures of Success** – increased task list. This will be new data collected.

**Strategy-** Shift some HR responsibilities to Division leaders. Increase delegation of HR responsibilities to the Division HR and Leadership staff and ensure adherence to policies. HR and Agency leaders will determine which duties can be delegated and controlled at the Division level.

**3.2.5 Measures of Success** – timeframe for HR actions. This will be new data collected.

**Strategy-** Adoption of new HR tracking system

Introduce HR tracking system to ensure posting, hiring and reclassification activities related to staffing positions occur within a short timeframe with accuracy to maintain sufficient business operations within Divisions.

**Objective 3.3** – Enhance effective use of digitization, GIS and IT asset management to improve overall capabilities in preservation, communications and accessibility.

**3.3.1 Measures of Success** – number of digitization efforts. This will be a new measure collected.

**Strategy-** Pursue one creative digitization initiative each year in order to reduce spending or improve efficiencies

Division staff will reduce paper consumption and/or protect paper documents by implementing digital resources. Examples are distribution of digital reports versus printed copies for meetings.

**3.3.2 Measures of Success** – Physical inventory matches Inventory records monthly

**Strategy-** Strengthen Inventory Management process to confirm licenses and equipment.

Conduct a comprehensive inventory of equipment and licenses. Identify monthly tracking process that coordinates among Human Resources, Finance and Budget, Division Leadership and IT.

**3.3.3 Measures of Success** – Increased efficiencies in the Agency GIS program.

**Strategy** - Identify all GIS and Survey capabilities across DNCR to coordinate efficiencies and knowledge retention.

Expand the scope and range of GIS analytical and organizational capabilities by reducing duplicative projects and efforts.

**Objective 3.4** – Enhance collaboration within DNCR on Strategy, Leadership and Operations as well as creativity and conservation efforts for long term sustainability of our natural and cultural resources

**3.4.1 Measures of Success** – number of leadership trainings. This will be a new measure collected. Hold 12 division director meetings with descriptive agendas.

**Strategy-** Engage in one training effort on strategy and on leadership a year

DNCR leadership will coordinate agency wide training efforts for Division leaders. Department Secretaries office will coordinate agendas and facilitation for monthly meetings.

**3.4.2 Measures of Success** – *Creation of a training program for DNCR employees similar to “CLE” (continual legal education) to allow DNCR employees to participate in programs outside of their division that expand their knowledge of DNCR and introduce new ideas for creative thinking and innovative solutions. This is an internal educational training program.*

**Strategy-** Create an internal training program to encourage cross programming attendance across DNCR to expose employees to other divisions to generate new ideas and to expand knowledge of DNCR within DNCR

**3.4.3 Measures of Success** – budget accuracy. This will be a new measure collected.

**Strategy-** Provide budget compliance and fiscal oversight

Provide budget compliance and fiscal oversight to maximize financial resources in a timely and systematic way, support agency needs and protect DNCR resources.

**3.4.4 Measures of Success** – number of employee recognitions. This will be a new measure collected.

**Strategy-** Expand employee recognition program

Agency leadership staff with work to expand capabilities to acknowledge employee recognitions (on the ECO - DNCR's intranet or through the newsletter).

**Objective 3.5** – Encourage knowledge development, knowledge retention and succession planning through training, prioritization and policy development to encourage adaption

**3.5.1 Measures of Success** – Increase Agency's PCI Security Awareness training by 95%.

**Strategy-** Create PCI Security Awareness training program.

Develop and implement Agency's PCI security awareness training. Staff handling credit card information must receive training upon hire and annually to meet PCI compliance.

**3.5.2 Measures of Success** – creation of list. This will be a new measure collected.

**Strategy-** Compile list of critical needs of fragile resources

Division Directors will work with Secretary's office staff to compile and maintain list of most fragile natural and cultural resources across state and existing conservation and/or preservation efforts to understand risks and gaps and to create a sustainability plan.

**3.5.3 Measures of Success** – list of possible uses. This will be a new measure collected.

**Strategy-** Review of LMS system and capabilities

Secretary's staff will work with HR staff to identify opportunities for DNCR to use LMS tool for intentional training (i.e. supervisor/management training for new hires).

**3.5.4 Measures of Success** – revised policies. This will be a new measure collected.

**Strategy-** Improve onboarding efforts

HR leadership will work with Division Directors to improve onboarding efforts to communicate all policies and to educate on DNCR's culture and capabilities (i.e. add work schedule, time policy).

**3.5.5 Measures of Success** – succession plan creation. This will be a new measure collected.

**Strategy**- Identify key positions with imminent openings

Identify key positions with staff set for retirement to ensure knowledge retention and succession planning. Create best management practices to ensure timely transfer of critical information and processes prior to staff departure.

**Objective 3.6** – Understand the business needs from the DNCR divisions to achieve their goals and provide viable solutions to meet their needs

**3.6.1 Measures of Success** – Develop new structure and relationship outline to optimize efficiency/effectiveness by creating turnaround times for recommendations, reviews, and decisions for Agency projects.

**Strategy**- Leverage Business Solutions Team to work directly with Agency Divisions in defining new efficiencies and developing project scope.

Modify current project management workflow to have Business Solutions develop customer scope and deliver project requirements to applicable divisions for implementation.

**Strategy** - Develop a more effective and efficient governance model for Agency projects with clearly defined roles and responsibilities.

Create a results-oriented project environment and ensure customers have a solid foundation for project initiation, competent project staff and greater involvement of project sponsors.

**Strategy** - Create committee structures and collaboration teams to ensure key stakeholders are involved.

Establish regular meetings between Agency divisions and Business Solutions Team to discuss project milestones and deliverables.

**Goal 4 - Optimize the state's investment in resources by adhering to DNCR's core values to achieve excellence in Customer Service, Diversity and Inclusion, Safety and Health, Teamwork & Collaboration, Creativity & Innovation, Accountability, Quality**

*This goal aligns with the Governor's vision to provide customer service and a collaborative culture.*

**Objective 4.1** – Identify technological, creative and innovative needs of Divisions and allocate sufficient resources to provide them.

**4.1.1 Measures of Success** – list of needs. This will be a new measure collected.

**Strategy**- develop and prioritizes needs list

The Business Solutions Team will work with the Division leadership team to identify, prioritize and select possible sources for technological, creative and innovative needs of the Agency. DNCR Leadership will help prioritize list and identify possible funding sources to meet needs.

**4.1.2 Measures of Success** – return on investment (ROI) process. This will be a new measure collected.

**Strategy**- Create ability to do ROI analysis for new ideas.

DNCR budget and finance team will engage and train Division staff to generate new ideas and to identify return on investment analysis.

**4.1.3 Measures of Success** – Inventory of current risks and increase Agency's overall security posture.

**Strategy** - Develop, maintain and implement comprehensive security and risk management program.

Develop and implement a program to provide strategic direction, ensuring that objectives are achieved, ascertaining that risks are managed appropriately and verifying that the Agency's IT resources are used responsibly. Risks will be managed by identifying assets, discovering threats and estimating Agency risk.

**Objective 4.2** – Engage divisions to improve Teamwork and Collaboration for effective program development, training, communications and process improvements

**4.2.1 Measures of Success** – number of training sessions. This will be a new measure collected.

**Strategy**- Create and offer training sessions

Agency leadership will help coordinate with Division talent to offer two DNCR trainings to communicate essential Marketing and Communications and Educational Program Development strategies a year (i.e. professional museum day, crisis communications, social media etc.)

**4.2.2 Measures of Success** – number of forums. This will be a new measure collected.

**Strategy**- Create and offer forums for collaboration.

Agency leadership will help coordinate with Division talent to offer two forums for collaboration with support groups including gift stores (i.e. Support Group Summit, Gift store meetings)

**Objective 4.3** – Engage in Diversity and Inclusion Committee (former EEO) with Divisional representation

**4.3.1 Measures of Success** – creation of committee. This will be new data collected.

**Strategy**- Establish DNCR wide Diversity and Inclusion Committee

Agency leadership will establish DNCR wide Diversity and Inclusion Committee to address internal and external opportunities for improvement in recruiting and workplace environment.

**4.3.2 Measures of Success** – list of opportunities. This will be new data collected.

**Strategy**- Identify opportunities to reach new audiences

Agency leadership will identify opportunities to improve accessibility and to reach new audiences (i.e. Latino outreach committee).

**4.3.3 Measures of Success** – definition of role and responsibilities. This will be new data collected.

**Strategy**- Identify agency wide opportunities to address Diversity and Inclusion

Expand commitment to diversity within North Carolina by increasing the African American Commission's role and capabilities. See associated Worksheet II.

**4.3.4 Measures of Success** – design of monument. This will be new data collected.

**Strategy**- Select and plan design of new monument.

DNCR Leadership will work with the African American Commission to select and plan the new African American monument to be located at the Capitol.

**Objective 4.4** – Engage in Safety and Health as well as DNCR Executive Safety & Health Council with Divisional representation

**4.4.1 Measures of Success** – creation of new committee. This will be new data collected.

**Strategy-** Create new Department wide committee

Agency's leadership will establish a DNCR Safety and Health Committee with divisional representation. Committee will be formally chartered under the Secretary's oversight with purpose and goals clearly identified.

**4.4.2 Measures of Success** – list of needs. This will be new data collected.

**Strategy-** Assess critical security needs across Agency.

Secretary's office will work with Division Directors to identify all security threats to prioritize list of critical needs across the State.

**4.4.3 Measures of Success** – additional security measures. This will be new data collected.

**Strategy-** Increase security guards

Add security guard presence (i.e., Capitol Police officers) at downtown Raleigh DNCR locations (Museum Natural Sciences and Museum of History). See associated Worksheet II.

**Objective 4.5** – Inspire appreciation and conservation of North Carolina's resources through collaboration and teamwork

**4.5.1 Measures of Success** – creation of new committee. This will be new data collected.

**Strategy-** Create new conservation and sustainability committee

Establish DNCR conservation and sustainability committee to share best practices, to identify critical opportunities and to prioritize efforts

**4.5.2 Measures of Success** – creation and use of new messaging. This will be new data collected.

**Strategy-** Creation and use of consistent messaging across Agency

DNCR leadership and divisions will collaborate with Marketing and Communications team to create unified messaging among DNCR to inspire positive changes to protect natural resources including species and habitats.

**4.5.3 Measures of Success** – creation of relationships. This will be new data collected.

**Strategy-** Identify and collaborate with outside partners

Partner with NC stakeholders (i.e. corporations, local communities, etc.) to develop sustainable practices and/or to expand messaging

**4.5.4 Measures of Success** – list of sustainable practices. This will be new data collected.

**Strategy-** Create and mandate sustainable business practices

Establish practices within DNCR to improve operations and to save money through sustainable efforts

## Goal 5 - Enhance business development and fund raising efforts with private, public, and intergovernmental partnerships to increase overall awareness and availability of the Natural and Cultural Resources

*This goal aligns with the Governor's vision encourage a vibrant and growing economy.*

**Objective 5.1** – Ensure all Agency support groups have a relevant, accurate and supported Memorandum of Agreement between the State and the support group

**5.1.1 Measures of Success** – contact list. This will be a combination of legacy data and new data to be collected.

**Strategy-** Identify primary contact for each party

DNCR staff will identify one key relationship manager that is accountable for the support group relationship and the management of the MOA. The current list of all support groups will be updated with new contact information as well as the date of the most recent signed MOA.

**5.1.2 Measures of Success** – communication plan. This will be new data collected.

**Strategy-** Enhance the communications with the support groups

The primary DNCR contact with each support group will work to enhance the communications with the support group's board for a productive, intentional and collaborative relationship.

**Objective 5.2** - Improve the Agency wide approach to grant writing and the strategic and collaborative approach to increase funding

**5.2.1 Measures of Success** – planning sessions. This will be new data collected.

**Strategy-** Dedication of time at Division Director Meetings.

DNCR leaders will devote time at two Division Director’s meetings to discuss fundraising, strategic funding opportunities and collaborative opportunities with goal to identify and pursue funding options mutually beneficial to Divisions.

**Objective 5.3** - Pursue one new partner for DNCR’s growing relationship and to increase awareness and support

**5.3.1 Measures of Success** – creation of opportunity list. This will be new data collected.

**Strategy**- Develop list of potential partners with action plan

Secretary’s leadership team will brainstorm list of potential partners and create actions steps to contact and develop relationship with top three potential partners.

## 6. Department of Natural and Cultural Resources Information Technology Plan Executive Summary

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The Information Technology(IT) Strategic Plan defines the initiatives and objectives that align with the Agency's business goals and needs. The Plan identifies an Agency strategy to successfully invest in and use technology to enable the Agency to support and improve services.

In 2015, the Department of Cultural Resources acquired five divisions through Session Law 2015-241. The transfer was challenging but the newly formed Agency, Department of Natural and Cultural Resources, successfully completed the project. With the consolidation of State Attractions, DNCR IT is focusing on innovation, efficiency, and centralizing while upgrading services to an enterprise level for the Agency. We remain focused on the strategic direction of the Agency while accomplishing our IT Strategic Plan.

The IT Strategic Plan is a roadmap that will position business goals and objectives with technology needs and support services. The Plan is an organic document that will be updated annually by the Business Solutions Director in collaboration with Agency CIO and Agency Divisions.

The IT Strategic Plan establishes a methodology for decision-making related to new technology and includes criteria for reviewing and prioritizing projects. The Plan is the first step in the strategic planning effort. To implement the projects, the Agency Divisions will identify customers' needs and create detailed implementation plans that identify specific actions, schedules and timeframes, and resource requirements (staff, funding, etc.). The ITS Department will work with the Agency to create the implementation plans for those short-range projects listed in Appendix A.

## 7. DNCR Information Technology Quick Reference Guide

Goal	Objective	Initiative	Brief Description	Funding Mechanism	Anticipated Completion Date
<b>Goal 1</b> Invest in the security of the State's applications and infrastructure to mitigate risk and to protect citizen data.	<b>Objective 1.1</b> Evaluate and maintain the existing security program and services to align with best practices and/or legislation.	<b>Initiative 1.1.1</b> Provide a secure computing environment that ensures data privacy and integrity and mitigates cyber-security threats.	Remediate information security gaps addressed in DNCR's Corrective Action Plan (CAP).	Appropriated  See Worksheet II.	FY2018
		<b>Initiative 1.1.2</b> Implement and maintain hardware and software essential for institutional information security.			
<b>Goal 2</b> Revitalize our IT workforce by attracting and developing a diverse community of IT professionals who are engaged and motivated to push boundaries to foster positive change	<b>Objective 2.1</b> Ensure a strong IT workforce capable of achieving the information technology goals of the Agency.	<b>Initiative 2.1.1</b> Align current IT positions with the strategic needs of the Agency and the Technology Plan.	Assess knowledge and staffing gaps.	Appropriated	FY2018

Goal	Objective	Initiative	Brief Description	Funding Mechanism	Anticipated Completion Date
		<b>Initiative 2.1.2</b> Provide technical and leadership professional development opportunities for IT employees.	Provide training to remediate gaps identified.	Appropriated	FY2018
		<b>Initiative 2.1.3</b> Recruit, develop, and retain a strong information technology staff.	Communicate staffing needs and develop a recruitment strategy.	Appropriated	FY2018
<b>Goal 3</b> Optimize the State's IT investment to operate more efficiently.	<b>Objective 3.1</b> Evaluate business processes and identify efficiencies that could be gained by leveraging the use of existing or emerging technologies while managing risk.	<b>Initiative 3.1.1</b> Identify processes that need technology resources to maximize efficiencies.	Integrate with and leverage State IT infrastructure.	Appropriated	FY2018
		<b>Initiative 3.1.2</b> Analyze key business processes and leverage new technologies to streamline those processes.	Provide training to remediate gaps identified.	Appropriated See Worksheet II.	FY2018
		<b>Initiative 3.1.3</b> Evaluate server needs for current and future growth across the divisions in order to identify transitions and new requirements.	Communicate staffing needs and develop a recruitment strategy.	Appropriated	FY2018

Goal	Objective	Initiative	Brief Description	Funding Mechanism	Anticipated Completion Date
<b>Goal 4</b> Unite business and IT to meet the needs of the citizens through the innovative use of technology	<b>Objective 4.1</b> Expand and enhance technology to meet customer's current needs and expectations.	<b>Initiative 4.1.1</b> Research and implement a solution for providing wireless service to the public.	Increased mobility has the potential to improve the user's experience for business development, education, or recreation.	Appropriated See Worksheet II.	FY2018
		<b>Initiative 4.1.2</b> Expand WAN bandwidth to support Agency's strategic needs.	Needed to support wireless initiative and other innovation.	Appropriated	FY2018
<b>Goal 5</b> Transform the way the State conducts business through the delivery of reliable and accessible technology and data services.	<b>Objective 5.1</b> Improve the delivery of voice communication and replace the aging phone system.	<b>Initiative 5.1.1</b> Identify current phone system limitations across DNCR in order to replace or upgrade.	DNCR services the public and aims for excellent customer service. Voicemail, call centers, and other features should be reviewed.  Voice over IP is the next generation for delivering telephone services. This technology consolidates voice onto the existing data network and gives the Agency more flexibility and scalability for utilizing phone services at an economic cost.	Appropriations	FY2018
		<b>Initiative 5.1.2</b> Installing VOIP telecommunication solution to DNCR locations.			

## 8. DNCR IT Vision, Mission, and Values

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### 8.1 IT Vision

An innovative, performance-driven, transparent, and secure IT organization with an unyielding commitment to connecting people, resources, and partners.

### 8.2 IT Mission

To lead, partner, and facilitate in order to provide easy, cost-effective IT solutions to the Department of Natural and Cultural Resources divisions.

### 8.3 IT Values

**Accountability-** Strive to meet customer expectations and be accountable for service delivery

**Innovation & Creativity-** Challenge the status quo to ensure areas for improvement are identified and addressed

**Quality-** Consistently delivers high-quality IT services.

**Customer Service-** Be service driven

**Diversity & Inclusion-** Thrives within the context of diverse teams

**Safety & Health-** Strong commitment to providing state employees with a safe and healthy workplace

**Teamwork & Collaboration-** Cooperates with others to understand and implement enterprise value and solutions

## 9. DNCR IT Goals, Objectives, and Measures of Success

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**Goal 1 - Invest in the security of the State's applications and infrastructure to mitigate risk and to protect citizen data.**

**1.1 Objective** - Evaluate and maintain the existing security program and services to align with best practices and/or legislation.

**Measures of Success** – 30% increase in Agency’s compliance with state and regulatory information security standards.

**1.1.1 Initiative** – Provide a secure computing environment that ensures data privacy and integrity and mitigates cyber-security threats.

**1.1.2 Initiative** – Implement and maintain hardware and software essential for institutional information security.

*Remediate information security gaps addressed in DNCR’s Corrective Action Plan (CAP)*

**Goal 2 - Revitalize our IT workforce by attracting and developing a diverse community of IT professionals who are engaged and motivated to push boundaries to foster positive change.**

**2.1 Objective** - Ensure a strong IT workforce capable of achieving the information technology goals of the Agency.

**Measures of Success** – Create a stronger and more productive IT workforce that aligns with IT strategic plan.

**2.1.1 Initiative** – Align current IT positions with the strategic needs of the Agency and the Technology Plan.

*Assess knowledge and staffing gaps.*

**2.1.2 Initiative** – Provide technical and leadership professional development opportunities for IT employees.

*Provide training to remediate gaps identified.*

**2.1.3 Initiative** – Recruit, develop, and retain a strong information technology staff.

*Communicate staffing needs and develop a recruitment strategy.*

**Goal 3 - Optimize the State's IT investment to operate more efficiently.**

**3.1 Objective** - Evaluate business processes and identify efficiencies that could be gained by leveraging the use of existing or emerging technologies while managing risk.

**Measures of Success** – Cost savings from developed IT efficiencies.

**3.1.1 Initiative** - Identify processes that need technology resources to maximize efficiencies.

*Integrate with and leverage State IT infrastructure*

**3.1.2 Initiatives** - Analyze key business processes and leverage new technologies to streamline those processes.

*Integrate with and leverage State IT infrastructure*

**3.1.3 Initiatives** - Evaluate server needs for current and future growth across the divisions in order to identify transitions and new requirements.

*Integrate with and leverage State IT infrastructure*

**Goal 4 - Unite business and IT to meet the needs of the citizens through the innovative use of technology.**

**4.1 Objective** - Expand and enhance wireless technology to meet customer's current needs and expectations.

**Measures of Success** – Increase mobility 15% through implementing wireless technology.

**4.1.1 Initiative** - Research and implement a solution for providing wireless service to the public.

*Increased mobility has the potential to improve the user's experience for business development, education, or recreation.*

**Goal 5 - Transform the way the State conducts business through the delivery of reliable and accessible technology and data services.**

**5.1 Objective** - Improve the delivery of voice communication and replace the aging phone system.

**Measures of Success** – 95% of aging phone systems at the Agency are upgraded to VOIP.

**5.1.1 Initiative** – Identify current phone system limitations across DNCR in order to replace or upgrade.

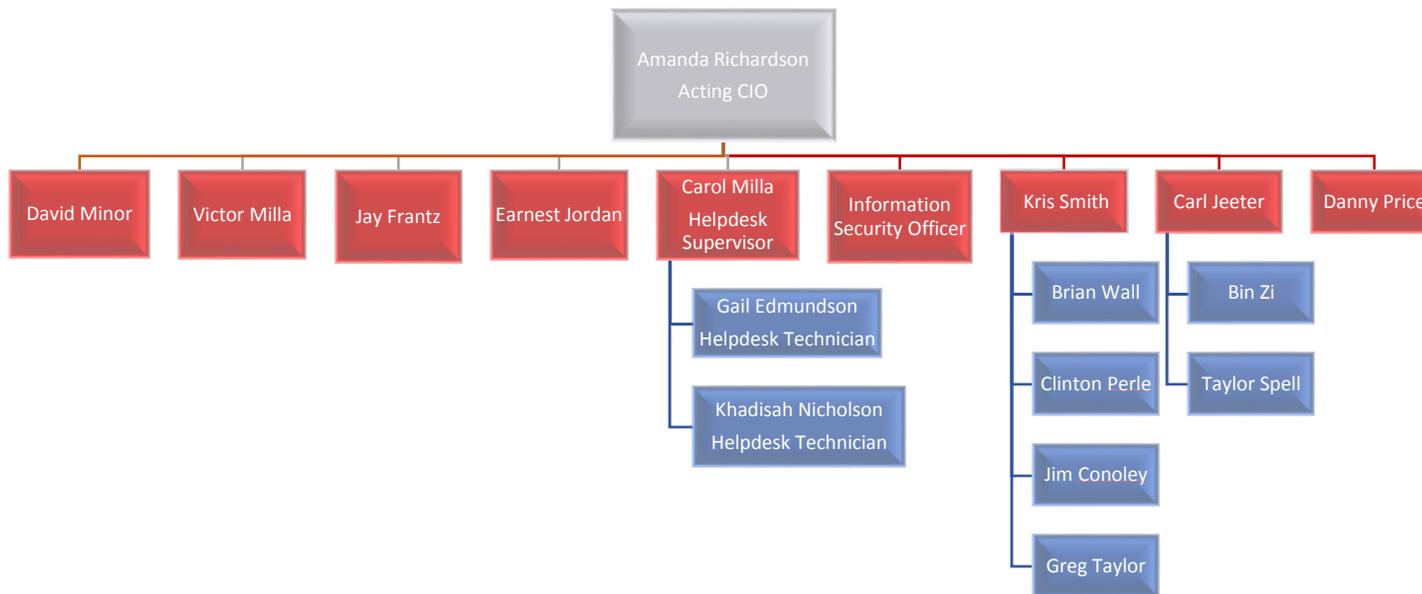
*DNCR services the public and aims for excellent customer service. Voicemail, call centers, and other features should be reviewed.*

**5.1.1 Initiative** – Installing VOIP telecommunication solution to DNCR locations

*Voice over IP is the next generation for delivering telephone services. This technology consolidates voice onto the existing data network and gives the Agency more flexibility and scalability for utilizing phone services at an economic cost.*

## 10. DNCR IT Organizational Structure

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## 11. Enterprise IT Opportunities

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### 11.1. Potential Initiatives

In order to support DNCR's enterprise initiatives it has become clear that strategic IT investments must be made. DNCR's enterprise initiatives focus on using technology in new and innovative ways. Areas where these new innovative methods can be used are capital improvements, creative educational solutions and marketing efforts. By leveraging these new methods, DNCR entities can flourish to generate economic development, improve education, and operate in a more efficient and effective manner.

One of the IT investments needed is improving site connectivity to the State network. These improvements will allow DNCR to leverage centralized DIT solutions and help reduce the amount of IT infrastructure sprawl. This improvement will require analysis to see where we can wisely invest and make the most impact with those investments. The analysis will require input from DNCR IT and DIT as well as the various site managers, division directors, and the budget office in order to determine bandwidth needs, prioritize sites, and funding sources.

Another needed IT investment would be to examine DNCR's current educational portal and determine if making improvements to the existing portal is feasible or if a new solution is needed. Some of the noted improvements would be to make the portal more user friendly and include search capabilities. Additionally, DNCR needs to investigate what it would take to integrate with DPI's Homepage solution, if appropriate. DNCR feels these investments to our educational portal could be funded through grants and potential partnerships with DPI or other educational institutions.

Mobile is the current technological trend especially when it comes to getting information out and marketing to the public. Knowing this DNCR believes we can make huge strides in outreach to NC citizens and to let them know what the State has to offer through DNCR. To accomplish this, development of a mobile application to help market the State's rich natural and cultural resources is essential. Additionally, other agencies could use the foundation of that mobile application to accomplish similar kinds of goals.

Additionally, research and cost benefit analysis needs to be performed to determine if technologies such as iBeacon, 3D printing, touchscreen solutions, call center capabilities and e-commerce could potentially further the mission of DNCR. DNCR must first determine prioritization and funding solutions for these new innovative technologies. Some of the potential metrics to use in determining priority would be return on investment, total cost of ownership, and potential partners across agencies.

While these IT investments are lofty and could take several years to accomplish, DNCR is committed to improve the quality of life for the citizens of North Carolina. As the demands and behaviors of the public change so must our efforts to meet those demands and behaviors. IT is but a small part of the larger picture and should not be a focal point but the ground work to accomplish these great things.

### 11.2. Collaborative Opportunities

DNCR plans to work with several agencies to better promote the state's natural and cultural resources through the use of technology. Working with DIT to expand our web presence to achieve our marketing goals. This expansion will improve the customer's online experience through an improved mobile friendly application. Additionally, DNCR is in the process of working with DOT to host DNCR's cardholder data environment. The collaboration would provide a PCI validated

environment for DNCR merchant data which reduces the risk of a security breach. Lastly, DNCR will look to leverage DPI's Homebase solution in promoting our educational programs. The collaboration would benefit both DNCR and DPI is meeting the educational and enrichment goals for the public.

## Appendix A: DNCR Major IT Projects

Initiative/ Project	Short Description <i>(indicate if &gt;\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
<b>New Initiatives/Projects</b>					
<i>Provide secure computing environment</i>	Remediate information security gaps identified by DNCR's Corrective Action Plan	Invest in the security of the State's applications and infrastructure to mitigate risk and to protect citizen data.	Requesting Appropriations on Worksheet II	Provide a secure computing environment that ensures data privacy and integrity and mitigates cyber-security threats.	December 2017
<i>Align current IT positions with the strategic needs of the Agency and the Technology Plan.</i>	Assess knowledge and staffing gaps.	Revitalize our IT workforce by attracting and developing a diverse community of IT professionals who are engaged and motivated to push boundaries to foster positive change	Requesting Appropriations on Worksheet II	Develop a strong IT workforce capable of achieving the information technology goals of the Agency	December 2017
<i>Identify current phone systems used and replace or upgrade to VOIP telecommunication</i>	DNCR services the public and aims for excellent customer service. Voicemail, call centers,	Transform the way the State conducts business through the delivery of reliable and accessible	Requesting Appropriations on Worksheet II	Improve the delivery of voice communication and replace the aging phone system.	December 2017

Initiative/ Project	Short Description <i>(indicate if &gt;\$500,000)</i>	Related Goals and Objectives	Funding Mechanism	Anticipated Benefits	Anticipated Completion Date
<p><i>solutions applicable. where</i></p>	<p>and other features should be reviewed.</p> <p>Voice over IP is the next generation for delivering telephone services. This technology consolidates voice onto the existing data network and gives the Agency more flexibility and scalability for utilizing phone services at an economic cost.</p>	<p>technology and data services.</p>			
<b>Existing Initiatives/Projects</b>					
<p>Analyze key business processes and leverage new technologies to streamline those processes.</p>	<p>Integrate with and leverage State IT infrastructure.</p> <p>Provide training to remediate gaps identified.</p> <p>Communicate staffing needs and develop a recruitment strategy.</p>	<p>Optimize the State's IT investment to operate more efficiently.</p>	<p>Requesting Appropriations on Worksheet II</p>	<p>Evaluate business processes and identify efficiencies that could be gained by leveraging the use of existing or emerging technologies while managing risk.</p>	<p>December 2017</p>



## Appendix B: DNCR IT Accomplishments and Progress Review

FY15-17 Goal	FY15-17 Objective	FY15-17 Initiative	Progress Review	Anticipated Completion Date
Goal 1 <i>Improve communication to employees</i>	Objective 1.1 <i>Standardize communication platform</i>	Initiative 1.1.1 Create new Agency Intranet in Sharepoint Application	<i>Completed</i>	<i>FY 2017</i>
		Initiative 1.1.2 Migrate data from old Intranet to new application	<i>Completed</i>	<i>FY 2017</i>
Goal 2 <i>Consolidate state attractions per Session Law 2015-24, section 14.30</i>	Objective 2.1 <i>Merge IT functions with new Agency</i>	Initiative 2.1.1 Migrate servers to Eastern Data Center	<i>Completed</i>	<i>FY 2017</i>
		Initiative 2.1.2 Migrate NCID to correct Agency	<i>Completed</i>	<i>FY 2017</i>
		Initiative 2.1.3 Migrate O365 Mail Servers to correct Agency	<i>Completed</i>	<i>FY 2017</i>
Goal 3 <i>Consolidate state attractions per Session Law 2015-24, section 7.25</i>	Objective 3.1 <i>Agency to migrate to Enterprise Active Directory (EADS)</i>	Initiative 3.1.1 Identify accounts to migrate from DCR Master AD to EADS.	<i>In Progress</i>	<i>FY 2017</i>