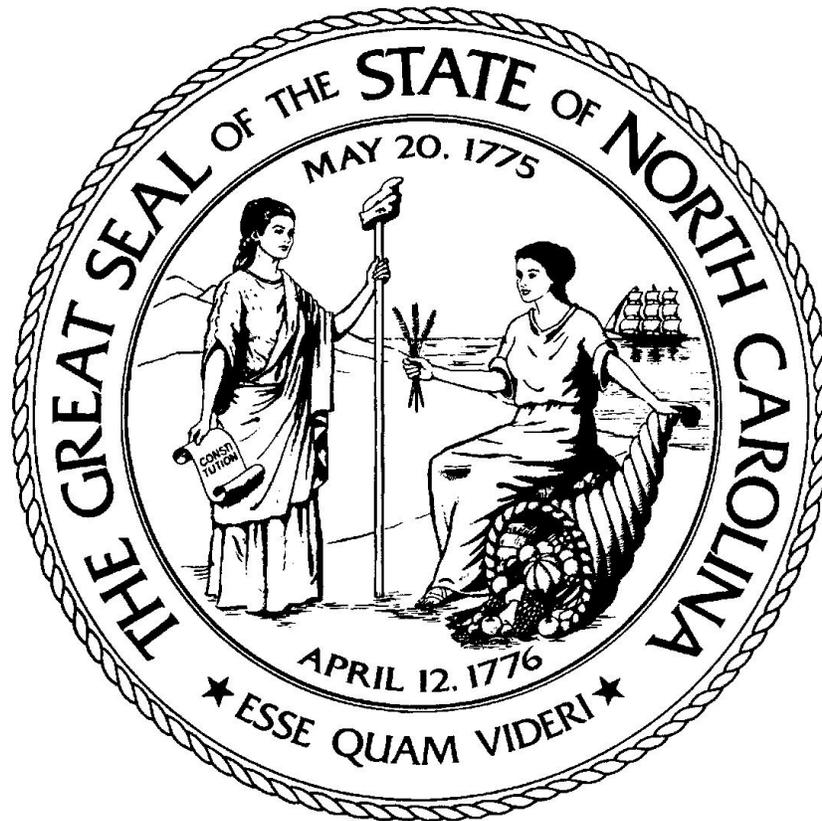


# Department of Information Technology

Strategic Plan

2019 – 2021



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# 1. Strategic Plan Executive Summary

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The Department of Information Technology (DIT) operates under the leadership of the Secretary and State Chief Information Officer (SCIO), as appointed by the Governor. The Secretary provides direct management over IT operations and has statewide IT responsibilities, including technical architecture, procurement, project management, and security. A full list of the powers and duties of the department can be found in [General Statute Chapter 143B, Article 15](#), which established DIT and directed the department to consolidate enterprise information technology functions within the executive branch.

DIT is the primary IT service provider for North Carolina State government. Providing shared services across agencies allows the State to realize efficiencies and cost savings through economies of scale. We are dedicated to transforming our shared IT services by adopting modern technology solutions, improving communications and collaboration platforms, and effectively managing risks and security.

DIT provides a wide range of information technology services to State agencies, local governments, and educational institutions across North Carolina, including hosting, network, telecommunications, desktop computing, project management services, identity and access management, and other platforms as a service. DIT has a variety of responsibilities in addition to providing these services, ranging from statewide data analytics to procuring IT assets and services, to implementing the State's Health Information Exchange, promoting broadband infrastructure expansion across the state, and housing the State's 911 Board for emergency response.

DIT works to maximize the State's return on IT investments; providing sound advice based on objective facts and measurable outcomes; reviewing and consulting on designs that leverage reusable technologies; improving the security, reliability, predictability, and consistency of IT solutions; and reducing the cost to implement and operate IT systems. To that end, DIT provides project oversight in support of the Secretary's governance responsibilities, establishes and maintains statewide information technology standards, and designs cost effective, proven technical solutions for executive branch agencies as well as local governments, public libraries, and K-20 organizations.

DIT continues to evolve under the leadership of Secretary Eric Boyette. Under the Secretary, DIT has become a leader among state governments in cyber security, health information exchange, 911 services, optimization, digital services, data center modernization, and procurement simplification. In particular, DIT has worked closely with the Division of Motor Vehicles to roll out the MyNCDMV mobile application, which allows citizens to interact with the DMV through their mobile devices, and with the Department of Environmental Quality to roll out multiple geospatial information system applications in the Division of Marine Fisheries.

To create this strategic plan, the Senior Leadership Team held an off-site retreat to review progress towards priorities and activities laid out last year and to create priorities for the coming biennium. Strategies and initiatives for this plan were developed based on the priorities identified at the retreat.

Three focus areas emerged from the priority discussion – security, collaboration, and optimization. All of the goals, priorities, and strategies identified relate to increasing IT security in the State, improving

and expanding collaboration across agencies, and the continuation of IT optimization efforts. There are six primary objectives we hope to accomplish by the end of the 2019-21 biennium:

1. Improve security: DIT will continue to enhance the State's security posture over the next biennium with a variety of security initiatives that incorporate security throughout the development lifecycle, increase county participation in continuous monitoring programs, and increase focus on insider threats. As one of four participating states in the National Governors Association's (NGA) Policy Academy on Implementing State Cybersecurity, we will also take advantage of opportunities to learn from other states and the security experts working with the NGA for this program.
2. Complete the next phase of Optimization: DIT is on track to complete the transition of personnel and budgets for participating agencies by the end of FY2019. The next phase of Optimization will focus on identifying and implementing efficiencies for IT procurement and services throughout State and local government. By the end of this biennium, all participating agencies outlined in [G.S. § 143B-1325 \(c\)](#) will be fully transitioned to DIT.
3. Provide citizen-focused digital government: Citizens expect government to deliver services and resources with the same ease-of-use as the private sector. Our vision is a citizen-centric government that meets the expectations of citizens, business, and other key constituencies in the digital realm. DIT will modernize and evolve its digital platforms, services, and standards and prioritize digital solutions through the governance of a cross-agency Digital Government Committee.
4. Modernize Identity and Access Management for the State: DIT will replace its existing NCID service with a new, more comprehensive Identity and Access Management service by the end of the biennium. The new service will provide every State employee, business, and private citizen who interacts with State applications an account with a single username and password that will enable access to State resources. The replacement of this service is a step towards a one-stop-shop approach to online interaction with government services.
5. Increase connectivity and participation in the statewide Health Information Exchange: The State Health Information Exchange Authority (HIEA) will continue to work towards statewide connectivity (per the HIE Act) and promote statewide use of the exchange through value-add services such as the NC\*Notify event notification service.
6. Manage the State's IT Portfolio: DIT will work with agencies to capture new information on applications and infrastructure in the Enterprise Portfolio Management Tool (EPMT), continuing our focus on understanding and managing the State's entire IT portfolio. The EPMT is a central repository that provides better visibility into agency needs, plans, and existing capabilities. The data housed in the EPMT can be analyzed to make objective and transparent decisions around investing, consolidating, modernizing, or replacing applications, ultimately reducing duplicative effort and spend where innovative, unified solutions could better serve the citizens.

# The “*What, How & Why*” Behind NC DIT

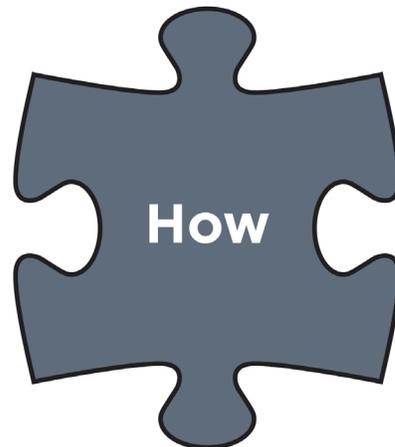
DIT works to build a stronger North Carolina by connecting customers, citizens, business, education and government. We are fostering one identity as a new agency by exploring **WHAT** we do; **HOW** we do it; and most importantly, **WHY** we do the work we do.



To enable agencies to provide services and enrich the lives of North Carolinians



Provide IT services, solutions, and support



Through collaboration, consolidation of services, strategy, enterprise governance, security, partnerships, trust, and a shared vision

**Our Values:**  
Collaboration • Customer Service • Agility • Accountability • Innovation



### 3. Goals, Objectives, and Performance Measures

**Goal 1 - Secure IT systems and infrastructure:** Provide a resilient infrastructure that mitigates risk, supports business continuity, provides security and privacy of the State’s and citizens’ data, and supports secure collaboration and information sharing.

**Objective 1.1 – Integrate and operationalize cyber security tools across all State agencies**

<b>1.1.1 – Performance Measure or Milestone</b>  SOP and workflow developed and followed by agencies.	<b>Strategy</b>	Establish a plan for continuous monitoring of the development network.
	The ESRMO will work with other divisions of DIT and other agencies to develop Standard Operating Procedures and a workflow for incorporating security into the development process by the end of FY2021.	
<b>1.1.2 – Performance Measure or Milestone</b>  Percentage of endpoints integrated with security tools.	<b>Strategy</b>	Integrate security tools across all State agencies.
	The ESRMO will work to integrate security tools across all State agencies by December 31, 2019.	

**Objective 1.2 – Continue to be a model state for cyber security**

<b>1.2.1 – Performance Measure or Milestone</b>  Percentage of counties with continuous monitoring in place.	<b>Strategy</b>	Establish and implement a continuous monitoring program for counties.
	The ESRMO will work with the counties to establish and implement a continuous monitoring program, targeting 30% participation by the end of FY2020. This program will require expansion funds.	
<b>1.2.2 – Performance Measure or Milestone</b>  Program established by the end of FY2021.	<b>Strategy</b>	Develop an Insider Threat Program.
	The ESRMO will work to develop a program to mitigate risks due to insider threats by the end of FY2021. Insider threat is the threat to organization's critical assets posed by trusted individuals - including employees, contractors, and business partners - authorized to use the organization's information technology systems. Insider threat programs within an organization help to manage the risks due to these threats through specific prevention, detection, and response practices and technologies. This program will require expansion funds.	

**Additional expansion items tied to Objective 1.2 – Continue to be a model state for cyber security:**

- Funds for additional personnel in the Fusion Center
- Funds for cyber awareness user training for local education authorities
- Funds for a secure email gateway
- Funds for a vendor risk management solution
- Funds for mobile device management/mobile threat detection
- Funds for the cyber security apprenticeship
- Funds for additional security tools (Tanium and QRADAR)

- Funds to appropriate current DIT Information Security Management staff

**Goal 2 - Deepen trusted partnerships:** Support and empower the business of State government by improving processes, enhancing cross-agency collaboration and cooperation, and establishing and managing IT standards.

**Objective 2.1** – Educate potential customers and employees on who we are, what we do, and how to work with us

**2.1.1 – Performance Measure or Milestone**

Number of outreach engagements hosted.

**Strategy**

Educate local governments on DIT services.

DIT Communications staff will work with other DIT divisions to create and hold at least 12 outreach engagements at the local level by the end of FY2020.

**Objective 2.2** – Increase collaboration among State agencies

**2.2.1 – Performance Measure or Milestone**

Number of communities of practice established.

**Strategy**

Establish new communities of practice.

DIT staff in Enterprise Strategies, Enterprise Applications, and Solutions Delivery will work to establish three new communities of practice for common skills across the State. These communities will serve as collaborative outlets for individuals and provide opportunities for agencies to work together.

**2.2.2 – Performance Measure or Milestone**

Module used to develop 2021-23 Statewide IT Plan.

**Strategy**

Operationalize the strategic planning module in the EPMT.

DIT will implement and operationalize the strategic planning module of the EPMT by the end of FY2020.

**2.2.3 – Performance Measure or Milestone**

TASD replacement functional in EPMT, incorporated into EPMT QMS.

**Strategy**

Operationalize the Technical Architecture Solution Document (TASD) replacement in the Enterprise Portfolio Management Tool.

DIT is working with multiple agencies to replace the existing TASD form and process. The replacement process will require agencies to enter information into the Enterprise Portfolio Management Tool as a project progresses, rather than all at once. This will make it easier for both the agencies and DIT to analyze relevant technical architecture information.

**2.2.4 – Performance Measure or Milestone**

Percentage of applications with new attributes documented; percentage of applications with required diagrams complete.

**Strategy**

Increase utilization of the Enterprise Portfolio Management Tool (EPMT), beginning with optimized agencies.

DIT will work with optimized agencies to expand collection of architectural attributes and diagrams in the tool for strategic analysis by the end of FY2021. This will require expansion funds.

<b>Objective 2.3</b> – Catalog the State’s data assets through the State’s Data Asset Catalog Service		
<b>2.3.1 – Performance Measure or Milestone</b>  Percentage of assets cataloged.	<b>Strategy</b>	Publish the catalog of critical agency data assets.
	GDAC will work with other divisions of DIT and other agencies to catalog existing GDAC data assets and critical agency data assets by the end of FY2021. As part of this effort GDAC will provide training on how to catalog and classify assets of agencies, enter critical data into the catalog, and develop a governance group for the service.	
<b>Objective 2.4</b> – Equip the health care community to delivery better and more efficient health care through the Health Information Exchange		
<b>2.4.1 – Performance Measure or Milestone</b>  Percentage of health care providers connected through NC HealthConnex.	<b>Strategy</b>	Connect <a href="#">providers who receive state funding</a> for the provision of through the state-designated health information exchange, NC HealthConnex.
	The Health Information Exchange Authority (HIEA) will work to fully deliver the HIEA mandate to connect providers by June 2021. A Medicaid provider is “connected” when its clinical and demographic information pertaining to services paid for by Medicaid and other State-funded health care funds are being sent to NC HealthConnex, at least twice daily—either through a direct connection or via a hub (i.e., a larger system with which it participates, another regional HIE with which it participates or an EHR vendor). Participation agreements signed with the designated entity would need to list all affiliate connections. NC HealthConnex will receive data from approximately 98% of the state’s health care providers when the mandate is fully delivered.	
<b>2.4.2 – Performance Measure or Milestone</b>  Use of the portal; number of queries to HIE from integrated participants.	<b>Strategy</b>	Increase utilization of NC HealthConnex by providers.
	Once connected, the HIEA will work with providers encourage use of the exchange to promote better clinical decision making at the point of care, quality of care and reduce the cost of care, targeting at least 50% growth in use of the NC HealthConnex Clinical Portal and queries to the HIE from integrated participants year over year.	
<b>2.4.3 – Performance Measure or Milestone</b>  Number of subscribers enrolled in NC*Notify.	<b>Strategy</b>	Support the data strategy for the Medicaid move to managed care.
	Per S.L. 2015-241, the NC HIEA is directed to support Medicaid’s transformation and will provide clinical data to support the Advanced Medical Home data strategy. By December 2019, HIE will enroll 100 subscribers in NC*Notify, NC HealthConnex event notification service, to push actionable data to providers participating the Advanced Medical Home Tiers 3&4. HIE will have 250 participants subscribed by December 2020 and 500 subscribed by December 2021.	
<b>2.4.4 – Performance Measure or Milestone</b>	<b>Strategy</b>	Fully integrate the Controlled Substance Reporting System (CSRS) with NC HealthConnex for the <a href="#">Strengthen Opioid Misuse Prevention (STOP) Act</a> .

CSRS fully integrated with NC HealthConnex.	The HIEA will work with the Department of Health and Human Services Division of Mental Health and a health information vendor to develop a CSRS integration to NC HealthConnex by the 2 <sup>nd</sup> quarter of 2019 to help participants meet the STOP Act requirement that providers check the CSRS before prescribing a controlled substance.	
<b>Goal 3 - Improve the management and transparency of IT:</b> Better utilize the State's IT resources and data, increasing visibility into what the State has, what it costs, and how the State uses it.		
<b>Objective 3.1 – Establish a new IT governance structure</b>		
<b>3.1.1 – Performance Measure or Milestone</b>  IT Strategy Board established.	<b>Strategy</b>	Establish an IT Strategy Board.
	DIT will establish an IT Strategy Board by the end of FY2020 to advise the SCIO when setting the State's priorities and strategic direction for the use of information technology.	
<b>3.1.2 – Performance Measure or Milestone</b>  Committee priorities documented and published.	<b>Strategy</b>	Establish strategic priorities with the Digital Committee.
	DIT will work with other State agencies and public entities to set the strategic direction and establish priorities to optimize citizen access to key State resources, services, and information across multiple channels. Priorities will be established by the end of FY2020.	
<b>3.1.3 – Performance Measure or Milestone</b>  ServiceNow governance adopted.	<b>Strategy</b>	Adopt a governance structure for ServiceNow.
	The DIT Enterprise Strategy and Service Delivery divisions will work together to implement and fully adopt a governance structure for the ServiceNow platform by the end of FY2020.	
<b>3.1.4 – Performance Measure or Milestone</b>  Groups established; policies and procedures documented.	<b>Strategy</b>	Continue implementation of enterprise data governance practices.
	DIT will continue the implementation of its enterprise data governance plan, establishing data governance advisory groups and/or committees as well as formal policies and data sharing procedures by the end of FY2021.	
<b>Objective 3.2 – Improve transparency of DIT finance</b>		
<b>3.2.1 – Performance Measure or Milestone</b>  New funding model implemented.	<b>Strategy</b>	Implement a new funding model for IT based on Optimization.
	DIT will propose a new funding model for IT in State government, which will be necessary as agencies with distinctly different IT funding models and sources transition to DIT. This model will be implemented concurrent with Phase II of Optimization.	
<b>3.2.2 – Performance Measure or Milestone</b>  New billing system procured and	<b>Strategy</b>	Implement a new billing system for DIT services.
	DIT finance will work with other divisions of DIT to procure and implement a new billing system by the end of FY2020.	

implemented.		
<b>Objective 3.3 – Simplify Statewide IT procurement</b>		
<b>3.3.1 – Performance Measure or Milestone</b>	<b>Strategy</b>	Increase the number of categories covered and vendors included on convenience contracts.
Number of new categories on convenience contracts.		Statewide IT Procurement will work with other divisions and other agencies to identify at least five categories of products and services (ex. IT infrastructure or COTS software) for inclusion on Statewide convenience contracts based on historical purchases and demand for new products and services by the end of FY2020.
<b>3.3.2 – Performance Measure or Milestone</b>	<b>Strategy</b>	Leverage the Innovation Center for more procurements.
Number of procurements involving the Innovation Center.		Statewide IT Procurement will work with other divisions and other agencies to leverage the Innovation Center for at least 10 procurement efforts by the end of FY2020.
<b>3.3.3 – Performance Measure or Milestone</b>	<b>Strategy</b>	Create and encourage the use of a procurement vehicle that allows agencies to establish Statements of Work with prequalified vendors.
Prequalified vendor list created; SOW module implemented.		Statewide IT Procurement will establish a list of prequalified vendors and will work with a managed service provider to create and implement a procurement vehicle that allows agencies to use Statements of Work to leverage those vendors by the end of FY2020.
<b>Goal 4 - Cultivate our IT workforce: Attract and develop a diverse, engaged community of IT professionals.</b>		
<b>Objective 4.1 – Provide training and career paths for Optimized employees</b>		
<b>4.1.1 – Performance Measure or Milestone</b>	<b>Strategy</b>	Implement a Strategic Communication Plan for the Optimization effort.
Strategic Communication Plan documented; town halls held.		The Optimization team will work with other divisions of DIT and other agencies to document and implement a communications plan for the optimization effort, including a series of town hall meetings to engage current and future staff throughout the biennium.
<b>4.1.2 – Performance Measure or Milestone</b>	<b>Strategy</b>	Catalog IT employee skillsets.
Number of agencies assessed.		DIT will conduct a skills assessment for all optimized IT employees, with DEQ, DOA, DMVA, OSBM, and OSHR complete by the end of FY2021. The skills assessment will be used to develop a skills catalog that will allow for more efficient use of our human capital as agencies are optimized.
<b>4.1.3 – Performance</b>	<b>Strategy</b>	Provide new training opportunities for IT employees.

<b>Measure or Milestone</b> Percentage of employees using PluralSight for relevant training.	DIT will provide new opportunities for skills training through a third-party training platform. As additional employees are optimized to DIT by the end of FY2020, they will also have access to the platform and the courses provided.	
<b>Objective 4.2 – Streamline human resources processes</b>		
<b>4.2.1 – Performance Measure or Milestone</b> Number of agencies using new process.	<b>Strategy</b>	Implement a new on-boarding and off-boarding process.
		DIT will work with OSHR to implement a new on-boarding and off-boarding process in at least four agencies by the end of FY2020.
<b>4.2.2 – Performance Measure or Milestone</b> Number of agencies using new HR actions process.	<b>Strategy</b>	Implement a new HR actions process for position, employee and leave of absence changes.
		DIT will work with OSHR to implement HR actions (Position and Employee Changes including Leave of Absence) process in at least four agencies by the end of FY2020.
<b>Goal 5 - Empower our citizens through technology: Provide transparent, easy-to-use, and customer-focused government and student services.</b>		
<b>Objective 5.1 – Expand Broadband</b>		
<b>5.1.1 – Performance Measure or Milestone</b> Percentage of total fund target achieved.	<b>Strategy</b>	Establish a fund for activities that will help eliminate the homework gap.
		The Broadband Information Office will work with multiple levels of government, non-profit, and corporate donors identify and collect \$5 million in philanthropic donations and appropriations by the end of FY2021 as a starter fund for local government initiatives to eliminate the homework gap.
<b>5.1.2 – Performance Measure or Milestone</b> Percentage of funds awarded.	<b>Strategy</b>	Administer the Growing Rural Economies with Access to Technology (GREAT) grant program.
		The Broadband Information Office will work with local governments to administer the \$10 million GREAT grant program. All funds will be awarded by the end of FY2020. This will require expansion funds.
<b>5.1.3 – Performance Measure or Milestone</b> Policy documented and in place.	<b>Strategy</b>	Implement Dig Once policy with the Department of Transportation.
		The Broadband Information Office will work with the Department of Transportation to develop and implement a Dig Once policy by 1 <sup>st</sup> Quarter FY2020. This policy will allow fiberoptic/broadband cable to be laid at the time of road construction.
<b>Objective 5.2 – Enhance the customer and citizen digital experience</b>		
<b>5.2.1 – Performance Measure or Milestone</b>	<b>Strategy</b>	Create a digital strategy.

<p><b>Measure or Milestone</b></p> <p>Strategy documented, approved, and adopted in IT/Business Plans.</p>	<p>DIT will lead a cross-agency Digital Government Committee charged with prioritizing citizen-focused, digital services and solutions by the Q1 of FY2020.</p>	
<p><b>5.2.2 – Performance Measure or Milestone</b></p> <p>Prioritized recommendations implemented;</p> <p>Quantitative (i.e. analytics) and qualitative (i.e. user feedback) data demonstrating effectiveness of digital solutions and services.</p>	<p><b>Strategy</b></p>	<p>Create a digital roadmap.</p>
<p><b>5.2.3 – Performance Measure or Milestone</b></p> <p>Analytics data demonstrating end-user usage of playbook solutions and tools;</p> <p>Feedback from DPS, Governor’s Office, and Emergency Management leadership.</p>	<p><b>Strategy</b></p>	<p>Develop disaster response digital playbooks.</p>
<p><b>5.2.4 – Performance Measure or Milestone</b></p> <p>Chatbots implemented.</p>	<p><b>Strategy</b></p>	<p>Leverage artificial intelligence for enhanced customer and citizen experiences.</p>
<p><b>5.2.5 – Performance Measure or Milestone</b></p> <p>Percentage of applications using new IAM solution.</p>	<p><b>Strategy</b></p>	<p>Procure and implement a new Identity and Access Management solution.</p>
		<p>DIT will implement a new Identity and Access Management solution to replace the current NCID solution by the end of FY2021. Additional recurring funds will be required for the provision of the service.</p>
<p><b>Goal 6 - Modernize and centralize IT operations:</b> Modernize and centralize technology operations to effectively support a 21st century government.</p>		
<p><b>Objective 6.1 – Optimization</b></p>		

<p><b>6.1.1 – Performance Measure or Milestone</b></p> <p>Percentage of optimized personnel and budget transferred.</p>	<p><b>Strategy</b></p>	<p>Complete implementation of Phase I – transitioning people and budget.</p> <p>DIT will complete the transfer of personnel and budgets for optimized agencies by the first quarter of FY2020. This will require expansion funds for software quality assurance capabilities, customer relationship management developers, business analysts, process improvement engineers, and project managers for small agencies, as well as optimized agency chief information officers.</p>
<p><b>6.1.2 – Performance Measure or Milestone</b></p> <p>OSBM and DEQ fully transitioned to managed services.</p>	<p><b>Strategy</b></p>	<p>Transition optimized agencies to managed services, starting with DBAs from OSBM and DEQ and DEQ desktop services.</p> <p>Phase II of Optimization involves moving agencies onto shared services. A shared services approach will allow the State to provide consistent IT services to agencies and gain economies of scale. DEQ and OSBM will be fully transitioned to managed services by the end of FY2021.</p>
<p><b>Objective 6.2 – Migrate as much as possible to the cloud</b></p>		
<p><b>6.2.1 – Performance Measure or Milestone</b></p> <p>Number of agency applications transitioned from other cloud environments.</p>	<p><b>Strategy</b></p>	<p>Provide Integration Platform as a Service.</p> <p>DIT will implement Integration Platform as a Service (IPaaS) to enable integration between any combination of applications — public, COTS, proprietary, hosted on-premise, hosted in the public cloud, or hosted in a private cloud. The service will support all integration needs - real-time, batch integration, event-based, and asynchronous integration. DIT is targeting the transition of 50% of agency applications from other cloud environments by the end of FY2021.</p>
<p><b>6.2.2 – Performance Measure or Milestone</b></p> <p>Percentage of DIT customers moved onto new platform.</p>	<p><b>Strategy</b></p>	<p>Implement a new telephony platform for the State.</p> <p>DIT will complete its implementation of a new VoIP telephony platform, moving State agencies and other DIT customers off legacy technology by 1<sup>st</sup> Quarter FY2020.</p>
<p><b>6.2.3 – Performance Measure or Milestone</b></p> <p>Number of modules implemented.</p>	<p><b>Strategy</b></p>	<p>Implement four modules of ServiceNow.</p> <p>DIT will implement at least four modules of ServiceNow by the end of FY2021, beginning with human resources, IT service management, and IT asset management. This will require expansion funds.</p>
<p><b>Additional expansion items related to Goal 6 – Modernize and centralize IT operations:</b></p> <ul style="list-style-type: none"> <li>• Funds for refreshing the data center facilities</li> <li>• Funds for operations and maintenance for the existing data centers</li> <li>• Funds for the network and data center infrastructure</li> </ul>		

## 4. Highlights and Opportunities

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### Agency Highlights and Best Practices

While DIT has accomplished a great deal in the last biennium, there are a few areas we'd particularly like to highlight. These are activities that either began or expanded in the last biennium and will continue to be focal points over the 2019-21 biennium.

- Policy Academy on Implementing State Cybersecurity: North Carolina was selected as one of four states to pilot the National Governors Association's Policy Academy on Implementing State Cybersecurity, along with Indiana, Wisconsin, and West Virginia. We will work with NGA, industry experts, federal officials, private sector experts, research organizations, and academia to develop and share best practices in cybersecurity, and to modernize our cybersecurity plans and infrastructure.
- Optimization: DIT has followed a nationwide IT-consolidation trend, working toward a more cohesive approach to the State's IT challenges by optimizing IT services for North Carolina. To date, DIT has absorbed IT-staff from several agencies, including DEQ and DOT, increasing the size of the agency by nearly 650 employees. By the fourth quarter of FY2019, DIT will have grown by an additional approximate 125 employees, as DPS IT-staff complete the transition to the agency.
- Business architecture: DIT has begun documenting the business architecture and capabilities of State government, which will help determine where there are commonalities and overlap from a business perspective, how data can be shared, and how we can streamline business processes. A fully-documented business architecture will show where we need to focus our efforts for the creation and use of enterprise applications, common platforms, and enterprise services. To date, we have completed the initial Statewide business capability map, documented the business architecture for the Department of Administration, and integrated business architecture as an initial step in architecture review process.
- Portfolio management: DIT has implemented an EPMT that supports a complete IT portfolio management approach for the State's IT investments, including the ability to manage application and infrastructure portfolios. Processes to support application portfolio management (APM) practices are in place, and agencies have reported two years of application cost data in the tool. Based on the APM efforts, DIT has expanded the data captured to include identity and access management information that will lay the foundation for the replacement of NCID. As noted in the strategies for the coming biennium, DIT will continue to expand data collection so that the EPMT repository can be used for decision-making at multiple points in the application procurement/development cycle.
- Hurricane Florence response: Multiple divisions of DIT worked tirelessly with other emergency management agencies to prepare for and respond to Hurricane Florence. Before the storm, DIT took several steps to safeguard the state's data and prepare for data recovery if needed. We also worked with several locations to ensure their equipment was protected from possible flooding. During and after the storm, DIT 911 Board personnel helped track and assist 911 centers that had to relocate because of the storm, making sure they had the resources needed to continue serving their communities. In some cases, this meant transferring 911 calls to

centers outside of the counties hit by the storm and making sure those centers were prepared to assist callers in need. In addition, NC HealthConnex, the state's designated health information exchange, enabled connectivity to HIEs in Wilmington, NC, Virginia, Georgia, South Carolina and Tennessee through the eHealth Exchange, so that displaced citizens could have access to their medical records as needed. DIT's chief risk officer also led an information campaign to warn residents to watch for online scams and attempted hacking, which typically increase during disasters and other significant events. Representatives of DIT's communications and Digital Solutions teams, as well as the 911 Board, were embedded for a week with the Joint Information Center, helping to provide media response to the storm as well as building online communications products, such as interactive shelter maps and lists. Communities of practice: DIT has recently established several new communities of practice, including communities for Business Analysis, SharePoint users, and CIOs. As noted above, DIT will continue to introduce new communities to expand collaboration opportunities across the state.

- Digital Commons: DIT's Digital Services group has changed and expanded significantly over the last biennium. The group transitioned the Digital Commons platform and website hosting to the public cloud (AWS FedRAMP compliant), increased platform flexibility to support new design and layout options, data visualization, improved file and media browser, and improved system security. The group also onboarded multiple key agency web and digital properties including the Governor's Hometown Strong initiative, sites for the Department of Revenue, State Health Plan, and Council of State properties such as Department of Labor. In addition, the team has transitioned to an "Agile" workflow methodology and completed 30 2-week sprints that included hundreds of completed development items, many of which were inspired by feedback from the business and can be shared across all sites on the platform. Lastly, the team conducted the "We Are NC Gov" digital summit to highlight cross-organizational digital activities and show where the future of digital services may be headed. The summit attracted over 100 participants across 30 state government agencies and units. The second summit was held November 28<sup>th</sup>, 2018.
- Hometown Strong: The Department of Information Technology has been an active partner in Governor Cooper's Hometown Strong initiative with the Broadband Infrastructure Office leading the way. The Department is engaged in efforts in every Hometown Strong county identified thus far. Our efforts in Robeson County have led to the creation of the Robeson County Technology Think Tank and discussions with the Lumber River COG about broadband issues. We are supporting grant applications in Madison County and working with Burke County to develop a demand aggregation survey. In Edgecombe County, we are partnering with the Department of Health and Human Services on a telehealth initiative. In addition, Edgecombe County has asked for the Broadband Infrastructure Office to review and make recommendations for updating a broadband feasibility study that dates to 2009. DIT has also assisted Edgecombe County by providing data center security policies and other statewide policies. We are also exploring a partnership for data hosting and the use of technologies to support preventative measures and provide continuous monitoring against cyber incidents.
- HIEA: Over the last biennium the HIEA has increased connectivity from 108 providers connected in spring 2016 to over 4,000 in summer of 2018. The HIEA has also worked with the Office of

Rural Health and Division of Medicaid to develop, fund, and operationalize a behavioral health electronic health record (EHR) funding program. In addition, the HIEA began rolling out a statewide event notification service – NC\*Notify – which notifies providers as their patients receive services across the care continuum spanning geography, health care systems, and acute and ambulatory care settings, among others.

## Potential Initiatives

The initiatives we intend to pursue as an agency are outlined in the goals section above. The specific statewide IT initiatives we intend to pursue will be documented in the forthcoming Statewide IT Plan.

The following are overarching statewide initiatives that should be/are being considered:

- Consistent on-boarding and off-boarding processes for all State agencies: OSHR is working with DIT and other agencies to create consistent on and off-boarding processes across State agencies. This automation will allow agencies to streamline their processes, decreasing the time it takes to bring a new employee on or separate current employees. Security will be improved as a result.
- Implement the financial backbone for the State: The State’s financial backbone is run on 30-year-old technology that is coming to end of life. DIT is working with the Controller to implement a replacement solution in the coming biennium.
- Disaster response playbooks: Digital disaster response playbooks including data and mapping visualization tools, allocation of web and digital staff and resources, and refined change management processes, will enable faster deployment of effective solutions for citizens in the face of natural disasters and other emergencies.
- Dig Once policy: A Dig Once policy between DOT and DIT, allowing fiberoptic/broadband cable to be laid at the time of road construction, will significantly increase the efficiency with which “final mile” broadband service is delivered to North Carolinians.

## Collaborative Opportunities

Several of the initiatives DIT has planned for the 2019-21 biennium have collaborative components.

- ServiceNow: DIT will continue to roll out ServiceNow modules such as HR, Facilities, and/or contracts, which will allow for process standardization at the State level for common needs. Using the same platform will allow agencies to work together seamlessly, breaking through the inefficiency of current inter-agency processes.
- HIEA: The HIEA is also working with the NC DHHS Division of Public Health to expedite electronic use of data exchange for the North Carolina Immunization Registry, Electronic Lab Reporting, and the State Lab. In addition to the connectivity initiatives outlined in the plan above, the HIEA has several forthcoming collaborations to promote additional health data exchange with NC HealthConnex – one with the Department of Public Safety to develop connectivity between the prison system, one with the Department of Military and Veterans’ Affairs to communicate the benefits to Veterans of connecting the Veterans’ Administration,

and one beginning in 2019 to build an integration with the Department of Defense via the eHealth Exchange.

- GDAC: DIT and the Data Division will collaborate with all State agencies, local governments, and others to implement enterprise data management practices and improve analytic output. Collaboration based on shared business objectives and cross-agency data integration will support and deliver enterprise intelligence.
- Continuous monitoring for counties: The ESRMO will continue to work with the counties to increase participation in the continuous monitoring program with training and other resources.
- Hometown Strong: DIT, and particularly the Broadband Information Office, will continue to be a key partner in the Governor's Hometown Strong initiative. Over the coming biennium, DIT will continue to support the Hometown Strong initiative, working with the initial six Hometown Strong counties as well as the next five counties identified. We will continue to collaborate with the counties themselves as well as other State agencies to advance the Governor's initiative.