Baltimore County Office of Information Technology Strategic Plan

FY2022 - 2024

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OUR MISSION

Using innovative technology solutions to serve, secure, and support all Baltimore County Departments and our community.

OUR VISION

We plan to serve our community through technology. Our diverse community includes the entire workforce, public safety, public health, public works, transportation, and every County agency. Our goal is to create an outstanding, secure user experience focused on adaptive services, digital equity, cybersecurity, data-utilization, workforce empowerment, and community engagement.

Photo of Towson, Maryland

OUR TEAM

Rob O'Connor
Chief Information Officer

With over 25 years of IT experience, Rob is responsible for the strategic management and daily operations of our award-winning technology department. He is responsible for the County's technology infrastructure, application development, service delivery, and security. He works with all County departments in supporting their visions while also aligning these initiatives with the objectives and strategies of the County Executive and seven-member County Council. Rob is currently leading major initiatives to implement improved platform-based solutions that make for a more responsive constituent service experience. One of Rob's biggest goals is to bring digital equity to the entire County by eliminating barriers to reliable broadband that result from issues of affordability or serviceability. Rob applies a passion and a vision for using technology to serve Baltimore County's departments and constituents.

Thomas DeLuca
Chief Technology Officer

Thomas DeLuca leads OIT teams that provide data center services, LAN and WAN services, endpoint engineering and support, and Service Desk operations. He reviews proposed technology initiatives as well as plans and promotes technical improvements. Tom brings nearly 25 years of experience in healthcare and local government IT, where he's contributed in deploying and modernizing workflow and database systems, storage infrastructure, and endpoint management. Tom strives to modernize systems and infrastructure to help reduce County costs while increasing reliability and helping County workers adopt empowering technology.

Oliver Pandian
Chief Information Security Officer

Oliver Pandian has over 25 years of IT experience. He has held positions serving as Security Operations Center Lead for a large military/Department of Defense entity, and as Chief Information Security Officer for the State of Maryland's Department of Information Technology. Oliver is currently developing Baltimore County's cybersecurity strategy, establishing appropriate policy and governance, and improving the County security posture. Oliver holds a Bachelor's in Computer and Information Science, a Master's in Information Systems, and a Master's in Business Administration. Oliver strives to ensure that the appropriate processes, procedures, and people are in place to detect, respond, and recover quickly from information security events.

Heather White
Chief of Applications

Heather White brings 20 years of IT experience to Baltimore County. She oversees the Business Application Unit (BAU), including Software Engineering and Development, Systems Analysis, Geographical Information Systems (GIS), Database Administration, and the Web program. Heather manages the development, implementation, and support of applications and databases for every County department, as well as all County websites and campaigns. Heather works hard to foster a culture of data driven government and to provide the County with the necessary applications and analytical resources to make informed decisions.

DAILY OPERATIONS

The Office of Information Technology (OIT) supports technology infrastructure for nearly 10,000 employees across 25 County agencies. OIT is responsible for the development and management of all technology architecture, applications and systems, device management, voice and data networks, radio communication systems, and the security of all County data, and IT assets.

Thousands of systems must be maintained daily to serve the County while continuing to plan projects for the future. OIT supports all customers through our 24/7 Network Operations Center which monitors all infrastructure and systems while responding to customer IT service requests. Teams across OIT monitor, update, and maintain the County networks, facilities, applications, and systems daily to ensure the County is available, responsive, and secure.

OFFICE OF INFORMATION TECHNOLOGY
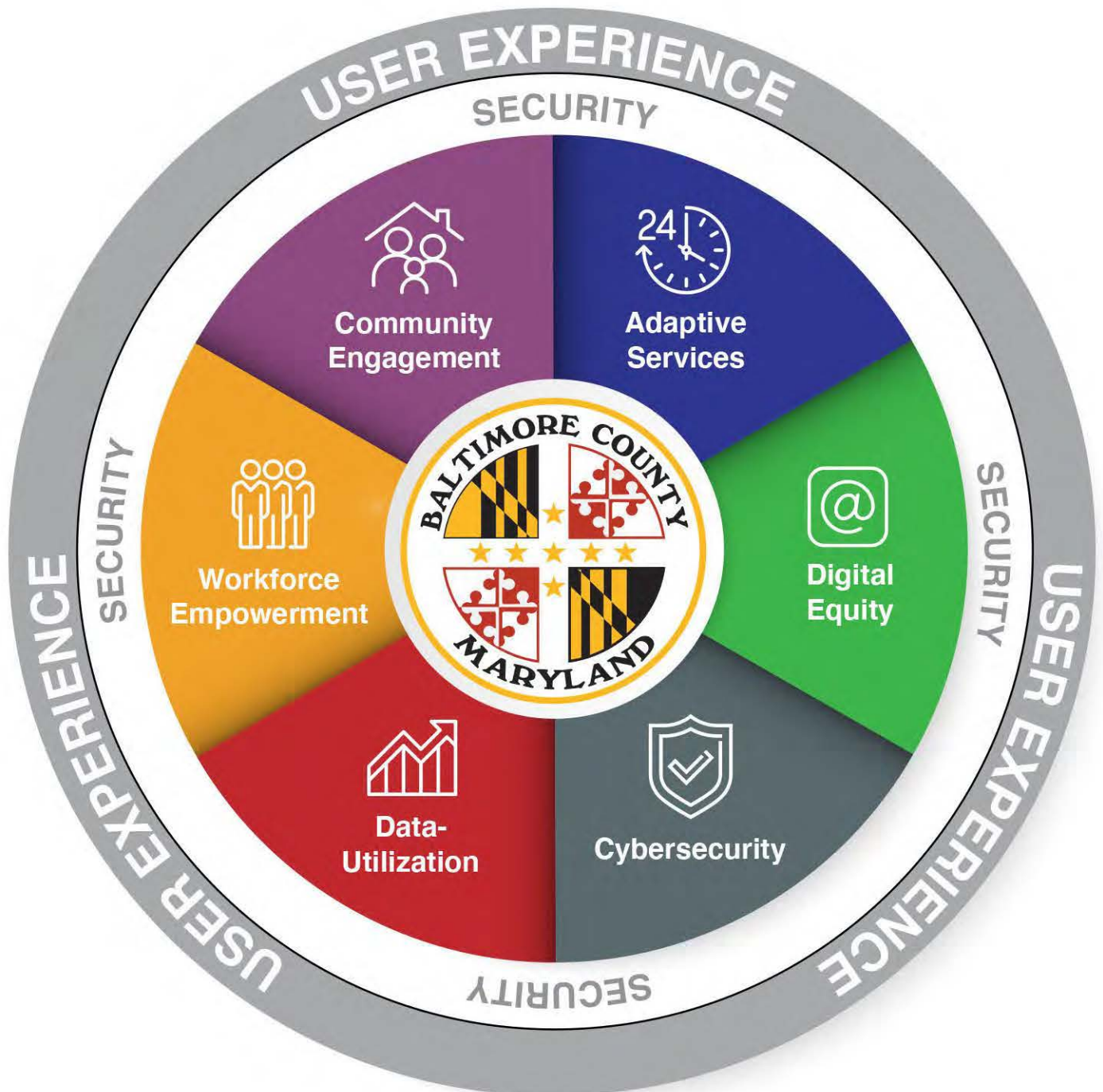
STRATEGIC PLAN

STRATEGIC PLAN BREAKDOWN

Adaptive Services

Faster, more flexible, equitable services. We will accomplish this in large part by expanding our mobile solutions.

Digital Equity

Affordability, serviceability, digital literacy for all. Recognizing the need for digital equity, we intend to use public / private partnerships along with federal and state grant programs to help support initiatives in funding reliable, affordable broadband service with the needed technological education throughout the County.

Cybersecurity

A secure technology ecosystem. Safety is key to our success. We plan to enhance cybersecurity and educate our agencies and community to protect County data and assets from evolving threats.

Data-Utilization

Data-driven decisions that make sense. Knowing that smart choices come from smart data, we will strive for data-driven decisions that improve asset management and visibility, while promoting faster, more efficient, evidence-based decisions.

Workforce Empowerment

Enhanced service delivery solutions. With online services that provide quality experiences, and enterprise platforms that connect the community, we will continue to look for ways to empower the County, its agencies, and constituents.

Community Engagement

Enterprise platforms that connect the community. Community is at the center of everything we do. This is why we continue to leverage enterprise platforms and expand our mobile solutions. We have made great strides in leveraging technology to meet our goals by building upon a solid foundation and maximizing investments. With your trust and support, we will continue to do so in the future.

STRATEGIC INITIATIVES

County Executive Johnny Olszewski and County Administrator Stacy Rodgers have released a comprehensive County Strategic Plan to develop a path forward to deliver the highest standard of service to residents, businesses, and visitors to Baltimore County. This plan is the roadmap for all County agencies to align resources to build vibrant communities, improve education and lifelong learning, encourage equitable decision making, build sustainability, be accountable, and empower our workforce. With our changing demographics, growing population, and expanding needs, technology is a tool that will power all agencies, employees, and residents. Our strategic initiatives include both daily operations that maintain the many systems and databases that serve our community, along with long-term projects that align with the future goals of Baltimore County.

Alignment to County Goals
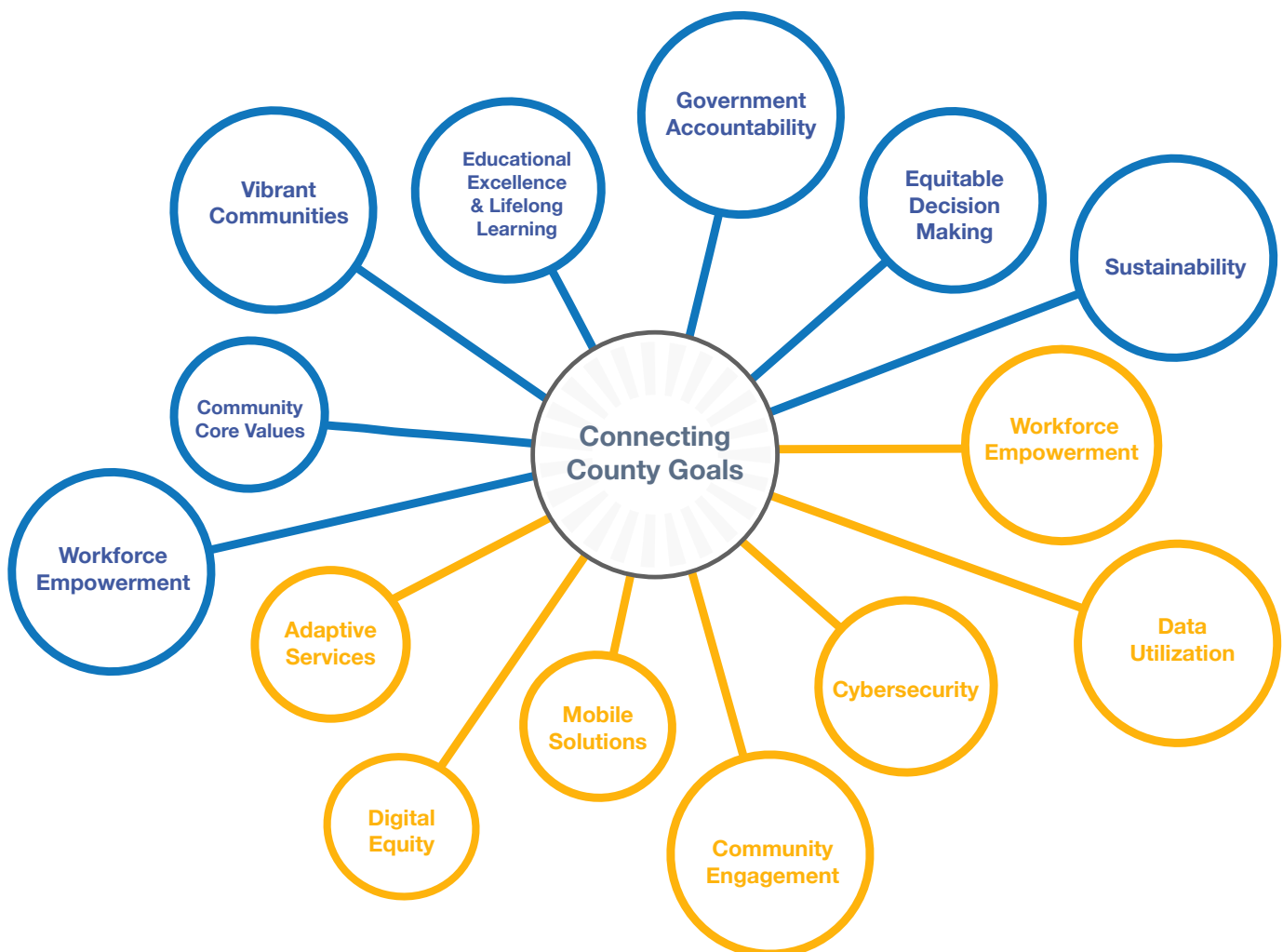
ONGOING PROJECTS

In addition to daily operations and maintenance, OIT has a number of ongoing projects that support Baltimore County's efforts to serve the community. At the core of these projects is the User Experience. Security encompasses all products and services.

Adaptive Services

Content Management (Laserfiche)

Industry Standard Toolsets

Esri

Cloud Solutions (AWS/Azure)

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Health System Replacement

800 MHz Paging

Portable Radio GPS Location on Push to Talk

Adaptive Services

Technology has helped connect us during times of crisis. However, too many of us still lack the knowledge or the means to keep up with all the changes. Our team tailors our services to be as inclusive as possible by maximizing accessibility and usability for everyone in our community. OIT strives to use industry best practices and build upon best-of-breed platforms to meet the desired business needs. The ability to configure existing platforms to handle rapid changes in technology allows us to respond quickly and efficiently.

Current Initiatives

Content Management (Laserfiche)
As the County moves toward digitization of all records, we have integrated an enterprise content management system, which has led to creating a useful taxonomy and to develop standards for enterprise content management. This will improve retention management, ensure more secure storage of sensitive information, and assist in the timely retrieval of essential documents.

Industry Standard Toolsets
Baltimore County has adopted industry standard platforms for applications, systems, servers, and databases that reduce costs, improve support and security, and streamline our operations. Microsoft 365 and Azure Portal delivers a central web portal to access applications using County-validated single sign-on credentials. Microsoft SharePoint and Teams provide collaboration and information management tools that support paperless workflows. Standard data platforms allow users to make operational choices based on the most current information for real-time decision-making.

Esri
Baltimore County maintains a large inventory of enterprise spatial data built upon the Esri geospatial framework that supports Countywide applications and functions. OIT has entered into an Enterprise Agreement with Esri that allows the County to leverage state of the art geospatial solutions, training, and support. This agreement enhances and facilitates the integration of spatial data in daily operations and public services.

Future Initiatives

Cloud Solutions (AWS/Azure)
To keep up with the rapid changes in technology, OIT will continue to migrate toward hosted platforms (SaaS/IaaS/PaaS). By adopting a "buy" not "build" philosophy, our focus will be on configuration over customization, choosing existing cloud-based solutions whenever possible. These cloud-based solutions will include secure long term storage for important data, immutable backups to protect against corruption, Multi-Factor Authentication (MFA), and an Azure application portal to permit County employees and contractors to work safely and efficiently from anywhere.

⊚ Digital Equity

Affordability, serviceability, and digital literacy for all lay the foundation for good government. Digital Equity is necessary for civic and cultural participation, employment, lifelong learning, and access to essential services. For this reason, Baltimore County is committed to giving our community affordable access to broadband technologies and the skills to use them. Our efforts will supplement funding initiatives for affordable broadband services with Countywide technology training to make certain our citizens can take full advantage of the services that we provide.

Current Initiatives

The County is developing a 2-3 year Digital Equity plan that addresses all aspects of the Digital Divide issue (Affordability/Serviceability/Digital Literacy). OIT is leading a Digital Divide Committee that includes members from various County agencies to review best practices and initiatives of all groups, which includes public/private funding to reduce the Digital Divide.

Affordability
The Office of Information Technology will always make it our goal to deliver service to everyone regardless of economic status. We plan to facilitate public/private investment in the community, forging partnerships with carriers and private entities to provide free broadband services for low-income households. As part of this initiative, Baltimore County has already sponsored over 11,000 households in FY2021 with plans to develop a sustainable program to fund in FY2022 and beyond.

Serviceability
Approximately 4000 rural County homes lack access to reliable broadband service. In FY2021, the County and Comcast were awarded a state grant to partner on a $3.75M project that promises to deliver service to 900 unserved homes. In addition, this project will provide the community with digital access to online education, health initiatives, and work-from-home options. Over the next few years, additional grants for broadband development will be made available through federal and state programs.

These rural developments will be sustained through new franchise agreements with refined density requirements. Additionally, the County will continue to pursue every funding opportunity to assist those in need.

Digital Literacy

Develop education and training that informs constituents who lack basic technical skills. Our goal is to educate County members in an increasingly technical society and provide a functional education of the online world. ARPA funding in FY2022 and beyond is available to assist. The program will involve Baltimore County Public Library, which can provide equipment and teach computer-related programs for basic use to the senior population and others as needed.

Franchise Agreements

Under federal law, cable providers must have a franchise agreement with a local government (also known as a "local franchising authority") to operate their cable system. Franchise agreements allow providers to operate a cable system in return for certain benefits to the local government. These agreements are also the basis for which carriers are held responsible for equitable build-out of broadband services throughout Baltimore County. Baltimore County carriers include Comcast and Verizon. Each of these franchise agreements will be renewed within the next year.

Future Initiatives

Our goal is to provide sustained funding to areas in need. While a plan is in place for the next 2 to 3 years, the County will be adapting to new initiatives and leveraging all newly available funding sources.

Equipment Donation

Establish a program to donate "end-of-life" computer equipment that can be cleared, cleaned, repurposed, and made affordable for constituents within the County that need assistance.
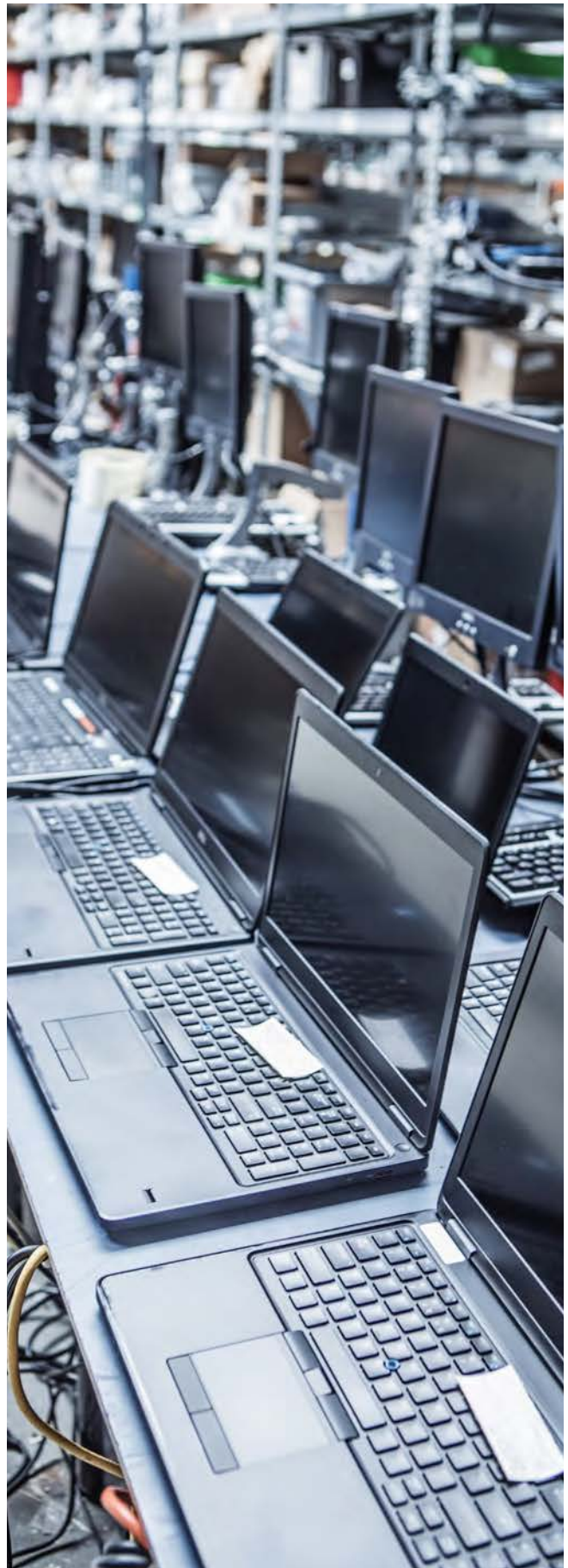
Cybersecurity

Part of our role is to protect the community and its resources from threats. This is done through Identity and Access Management (IAM), endpoint protection, security awareness training, vulnerability scanning, and disaster recovery. These efforts will continue into the future by updating virus protections, essential patches, and authentication procedures to meet the ever-changing needs for protection.

Current Initiatives

Network Access Control (NAC)
OIT is working to improve Access Control (AC), Continuous Monitoring (CM), Risk Assessment (RA), and Incident Response (IR) controls in accordance with National Institutes of Standards and Technology (NIST) guidance by implementing a NAC solution.

Future Initiatives

Identity and Access Management (IAM)
Our goal is to migrate away from isolated legacy identities provisioned in specific applications to manage risk better. This includes adding more automated ways to authorize access to our systems and to certify compliance. It also involves using Multi-Factor Authentication (MFA) across our cloud platforms to ensure that the right people have secure access.
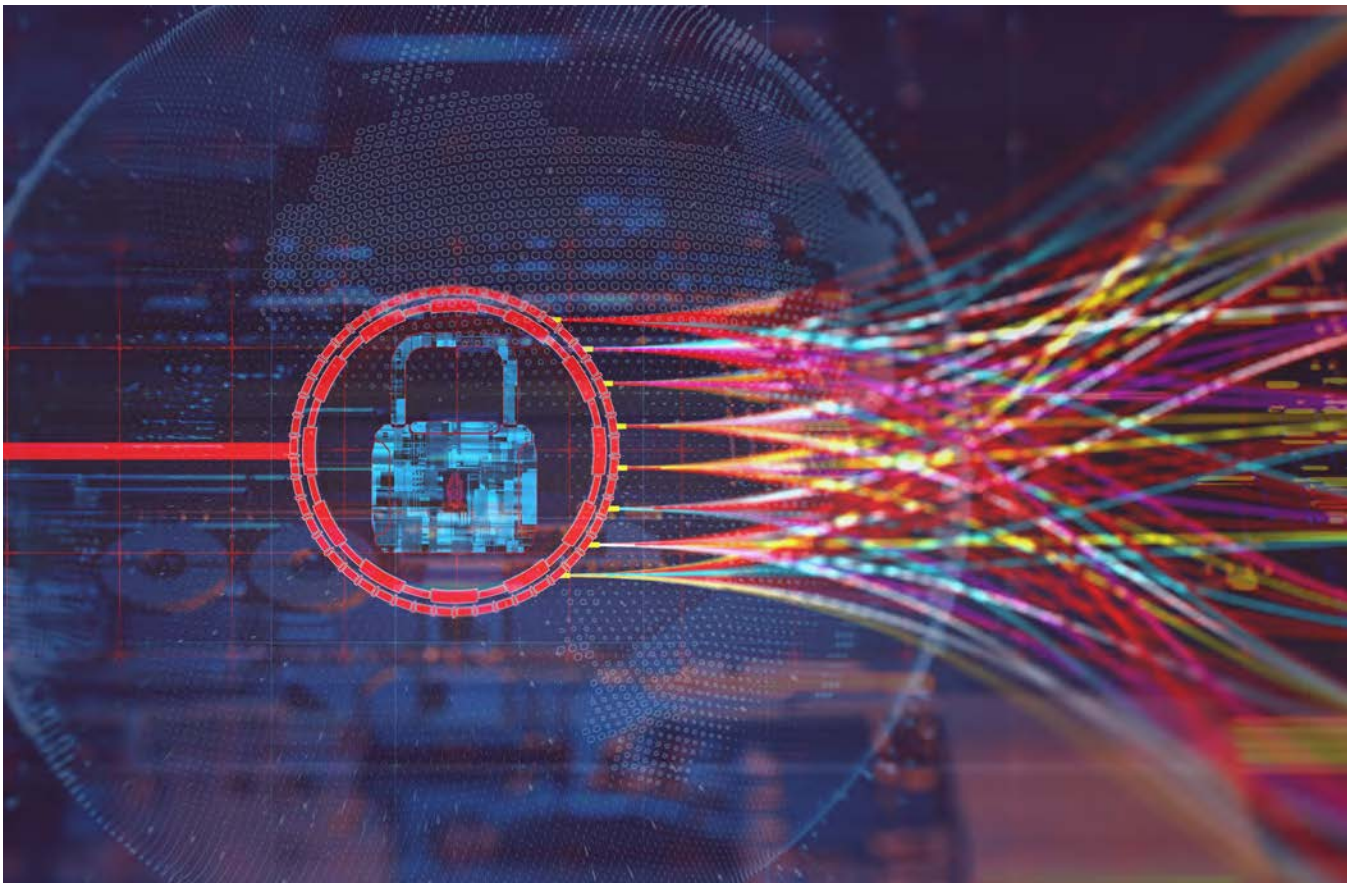
Endpoint Protection

Efforts have begun to add an Endpoint Protection solution managed by SMEs with the technical knowledge and ability to monitor our network 24/7.

Privileged Access Management (PAM)

We plan to monitor and manage new and existing vendors accessing our systems. Implementing more "just in time" administration for employees and vendors by expanding our Privileged Access Management solution to help us accomplish this goal.

Security Awareness Training

Future initiatives involve acquiring a variety of Security Awareness Training to improve our customers' ability to identify and report threats. This entails offering more comprehensive educational options with simulation and targeted remediation training.

Patch Management Program

OIT continues to monitor our environment, speed up remediation times, and expand our Patch Management program to cover more third-party applications.

Vulnerability Management Program

We will conduct routine internal and external vulnerability scanning, security compliance checking, and penetration testing to understand the risk from threats. This includes testing all applications built in-house prior to production.

Continuity of Operation (COOP)

We intend to review current COOP plans to prepare to meet the changing needs of our customers. We must be ready to make adjustments quickly when facing future events like COVID-19.

Disaster Recovery

To prepare for disasters, we are developing a new Disaster Recovery Plan that includes agency-wide Business Impact Assessments (BIA). In the event of a disaster, we intend to identify critical components for each agency using a sound Disaster Recovery Governance plan, relevant employee contact information, and a Disaster Recovery checklist to track critical components.

⬤ Data-Utilization

Data management helps to prevent information isolation. Increasing visibility into data changes will encourage analysis and knowledge sharing. Pre-asset modeling to identify risks, and create more centralized repositories and smart system integrations will keep everyone informed and lead to smart choices.

Current Initiatives

Department of Public Works and Transportation Pre-Asset Modeling
The Pre-Asset Modeling application will allow the Department of Public Works and Transportation (DPWT) to optimize the effectiveness of its staff, consultants, and contractors by zeroing in on assets with the highest risk. As a result, DPWT should see a reduction in the number of emergency service calls and events, which can cost ten times more than a planned project. Agency consultants are already developing asset scoring protocols for risk and consequence. Completion of this model is essential to DPWT business initiatives and return on previous IT investments in work order management.

Cityworks Asset Management Program
This project will deliver an Asset Management System implementation called Cityworks to efficiently manage County assets, associated data, work activities, and business processes.

Analytics and maps will be used to visualize data, understand resources, and create more accurate reports.

Human Capital Management and Financial System Upgrade - Workday Phase 1
This new Countywide Human Capital Management and Financial Systems will help to centralize data and support the County workforce. Key to the implementation is New Time and Leave functionality, a standardized HR and Financial Business process, and increased County employee access to Human Resources and financial data.

Budget Management - Workday Phase 1
In conjunction with the Human Capital Management Project, the Budget Management Project will implement a new budgeting tool to replace the outdated Performance Budgeting.

The original and replacement bridges across Loch Raven Reservoir.

Future Initiatives

Workday Phases 2 and 3

The new enterprise Human Resources and Budget tool will include Learning Management, Staffing and Recruiting, and Talent and Financial Management. This is a huge win for the County as the improved management of employees, contractors, and budget will assure a more transparent look into Human Resources, improving the Financial management of the County's employees.

DPWT Highways Implementation

Implement Cityworks AMS to DPWT Highways to track repairs, maintenance and pavement conditions of more than 2,600 miles of County roads, including travel lanes, roadside shoulders, ditches, appurtenance paving, curbs and gutter, sidewalks, alleys and guardrails. The implementation of a Pavement Management system in conjunction with Cityworks will require that staff adhere to cyclical plans for paving and road improvements, improving the County's productivity, transparency, and overall level of service. Implementation of Cityworks AMS to DPWT will map, capture, and manage all inspection and work orders associated with the County's roadway signs, pavement striping, signals, and traffic calming devices. This implementation is expected to increase the number of work orders completed per crew per day by 20 percent, the accuracy of parts inventory, reduce work order backlogs, and reduce travel time and costs.

Environmental Compliance Inspections & Reports

Implement Cityworks AMS to meet several agencies' needs to consolidate cross-agency efforts in producing mandated Environmental Compliance and Inspections reports. By implementing Cityworks, County agencies will be able to capture data electronically in the field. Making data available for automation and reporting will minimize manual entry, increase the efficiency of our inspectors, and promote more accurate reporting.

Workforce Empowerment

The County is providing its employees with the resources, authority, opportunity, and motivation to do their work. OIT is implementing new platforms that provide agency employees with access and insight to data in order to perform their duties better. These new platforms will hold all County agencies accountable and provide transparency across County government to constituents.

Current Initiatives

Online Registration, LURA Phases 1, 2 & 3
The County will be implementing an online permitting application portal utilizing our Cityworks platform. This system will provide constituents a user-friendly end-to-end online process for submitting tracking, renewing and purchasing County permits. This system will provide transparency to the entire process, with status changes and notifications.

Fleet Management
Baltimore County is implementing new Fleet Management, vehicle work order, and maintenance tracking solutions. This vital project consolidates the County's light vehicles and heavy equipment into a single system, integrating with the fuel system, and allowing future mergers with the County's Enterprise Resource Planning system. As part of this implementation, the County will retire an at-risk, home-grown system used by Equipment Operations Maintenance (EOM) to manage assets, and upgrade the system used by Vehicle Operations Maintenance (VOM) to manage the County's fleet of cars and light trucks.

Workforce Scheduling

The Kronos-TeleStaff SaaS solution will replace on premise and allow Fire, Corrections, and 911 staff to relay scheduling communications automatically. TeleStaff will support the different businesses and union rules for various departments and consistently assure that staffing decisions are always validated against the workforce rules. As a result, County leadership's timekeeping duties will be decreased, as well as occurrences of unnecessary and incorrect staffing entries.

This also means less reliance on OIT for repairs, maintenance, and problem-solving. This platform optimizes the scheduling, communications, and deployment of the BCG public safety personnel and integrates future implementation of the Workday ERP platform.

BCPL Upgrades

The Baltimore County Library System (BCPL) is a key access point for much of our under-served community. The upgraded technology in the BCPL meeting rooms include secure,

flexible, and easy-to-use connections. In addition, we plan to continue renovations to libraries and implement new IT systems.

Senior Centers Support

Baltimore County has one of the largest senior populations on the east coast. Our Seniors deserve the same ease of use and support that any tech-savvy constituents require. To ensure that the elderly community is supported with the knowledge and access they need, we will expand technology available to presenters in County Senior Centers. In addition, we will apply current best practices to ensure that connections are easy to use, flexible, and secure, mindful of security and convenience.

Tax

We are replacing the legacy tax system with a more robust online service, allowing the County to process taxes more efficiently while staying compliant with all state-level statutory laws and regulations as well as County-level policy changes.

Future Initiatives

Workforce Scheduling - Police Department

The Kronos-TeleStaff System is also being implemented in the Police Department to support Police and staff by using state-of-the-art software for scheduling shift work, vacations, and emergent staffing. This implementation reduces large staffing struggles and provides a more flexible, easy-to-manage solution.

LURA Future Phases

Following the implementation and adoption of the core Land Use Regulatory Automation system in phases 1 through 3, the LURA program will automate workflows, across multiple agencies, related to zoning petitions and approvals, nuisance complaints and inspections, rental registration, real estate compliance and acquisition, and liquor licenses.

Community Engagement

Community Engagement uses technology to support, serve, and empower people with similar interests and needs. Our carefully chosen partnerships, platforms, policies, and projects must support these efforts. This includes plans to make 911 Dispatch more effective, improve access to transportation, and provide education and communication resources for County inmates. These efforts will leave a lasting, positive impact on the environment and our constituents.

Current Initiatives

Inmate Calling Solution
In Baltimore County, we strive to ensure that everyone has access to technology and education to improve their personal outcomes in life, including those who are incarcerated or living post-release. Planning is underway for a new vendor-managed, modern inmate calling and communication system. This self-funded system will provide secure communication services for inmates in the Department of Corrections, and access to educational materials and other approved forms of communication. In addition, it will provide our public safety agencies with secure tools to create safer, more efficient correctional institutions.

Emergency and Nonemergency Radio Communication Projects
Baltimore County is a leader in promoting and supporting public safety interoperability throughout the region. Baltimore County Electronic Services is an active participant in both local and regional public safety communications organizations.

- *Radio System Operating System Updates*
  Implement the recommended radio system infrastructure, the manufacturer's operating system upgrade for the software, firmware, and hardware on schedule. This ensures supportability and network security.

- *Fire Department 800 MHz Paging Pilot Project*
  Initiating a paging infrastructure replacement pilot project assessing the suitability of 800 MHz pagers.

- *Fleet Vehicle Upfitting*
  Improves vehicle delivery time to the fleet utilizing vehicle upfitting contractors, augmenting the County's radio and emergency equipment installation shop during the seasonal replacement vehicle peak demand.

Overdose to Action Federal Mandate
In order to combat the Opioid Epidemic, Baltimore County Health Department, Police, EMS and other agencies are relying on real-time data analytics. OIT is building a comprehensive and faster surveillance data model to generate insight for action and drive prevention and response activities. The Center for Disease Control and Prevention is funding to support recipients in getting high-quality, comprehensive, and timelier data on overdose morbidity and mortality.

Minority Business Enterprises (MBE) and Women Business Enterprises (WBE)
This project will upgrade the current Minority and Women-Owned Enterprises system to be more automated and integrated with County Workday ERP. This upgrade will allow the County to better track MBE/WBE participation and qualification of all vendors.

Transportation Application Enhancements
The County selected a partner in the Transportation Management market with existing systems in place with other similar size jurisdictions and five years of successful implementation. The County's goals include enhanced route optimization capabilities, mobility components to alert drivers to real-time route changes, electronic payments, web-based scheduling and usage monitoring functions.

Voluntary Compliance Agreement (VCA) / Housing
This project will design and create a dashboard on the BCG website that summarizes high-level strategic goals and the County's progress towards meeting the advocates' goals for enhancing Baltimore County's HUD Housing Program, Hard Unit progress, and high-level progress within the Voluntary Compliance Agreement.

Case Management
HHS Behavioral Health program currently maintains, manages, and stores all case records using manual processes. A good Case Management system will make this process more effective and convenient for our constituents. OIT is working with HHS and the Federal Government to help the County HHS implement a Case Management system to centralize, streamline, capture, secure, and report on data. The new system will allow for the evaluation and tracking of community care and patient referrals. The Case Management system will also generate reports measuring success while providing links to important resources.

Motorola Premiere One/Computer-Aided Dispatch (CAD)
This project will replace the outdated legacy Computer-Aided Dispatch system in the 911 Communications Center and the mobile public safety fleet. The new system will provide reliable, fast call handling and dispatch for emergency services while improving security and usability. This change will help keep anyone living, working, or traveling in Baltimore County safe while meeting the changing federal and state mandates such as "Next Generation 911" and future technologies quickly and efficiently.

Future Initiatives

Health System Replacement

Baltimore County HHS supports the most at-risk members of our community. To accomplish this, HHS uses an application to help with community clinical, financial, and business management. This project will implement a best-of-breed system to integrate important information, making it more accessible. Throughout this process, OIT will work closely with the HHS team to make certain that all state and federal administrative, financial, clinical, and executive requirements are not only met but exceeded.

800 MHz Paging

Develop a full project to migrate Fire Department personnel to 800 MHz trunked pagers. Provide improved coverage performance by utilizing the existing P25 radio infrastructure. Reduce future maintenance costs by decommissioning the current low-band paging system.

Portable Radio GPS Location on Push to Talk (PTT)

Implement a proof of concept pilot project for technical and operational evaluation of individual location data. Enhance personal safety by providing location data with each transmission of police and fire department personnel equipped with current production portable radios.

CLOSING STATEMENT

As budget appropriation allows, Baltimore County will continue to invest in its people and technology to meet the ever-growing demand for information and digital services. The Office of Information Technology is restarting the Information Technology Advisory Council to establish a multi-agency board to assess IT needs, trends, and initiatives across the County. Our focus will be on meeting the needs of the entire community to reduce the digital divide.

The savings from retiring outdated legacy systems will help us deploy more configurable platforms across all agencies and embrace new, more efficient cloud-based solutions as we leverage grant-funded initiatives and make smart use of public and private partnerships.

Further investment will be made in broadband, workforce development, infrastructure, sustainability, and building partnerships to create digital equity.

Our team works hard to deliver services by using technology to serve our community best. From daily operations to ongoing projects, our focus will continue to be on great user experiences. By providing adaptive services, creating digital equity, evolving cybersecurity, maximizing data utilization, and supporting workforce empowerment and community engagement, the Office of Information Technology will make every effort to support, secure, and serve our community now and into the future.

The OIT team at their annual end of year charity event.

BALTIMORE COUNTY OFFICE OF INFORMATION TECHNOLOGY

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Strategic Plan
FY2022 - 2024