

# DIGITAL STRATEGY

## 2025 – 2027



In alignment with Durham County's vision and mission, the Information Services & Technology Department (IS&T) is pleased to present an updated Digital Strategy for Technology Services for 2025-2027. Under the leadership of Chief Information Officer Greg Marrow, this strategy reaffirms our commitment to being a trusted, innovative, and collaborative advisor recognized for agility, transparency, and exceptional customer service.

Our updated Digital Strategy emphasizes a customer-centric culture that prioritizes people first, focuses on tangible results, and promotes efficient use of technology resources. By accelerating legacy modernization, embracing composable government solutions, and proactively automating business processes, IS&T aims to strengthen operational efficiency and enhance citizen engagement across Durham County.

This strategy document provides County leadership, the Board of Commissioners, and the Durham community with a clear roadmap of technology initiatives and measurable outcomes. Our goal is to foster informed decision-making, promote transparency, and continuously improve services that directly impact the lives of our citizens and employees.

### VISION STATEMENT

**Information Services & Technology vision is to serve as a trusted and collaborative advisor for our stakeholders and be recognized for exceptional customer service, agility, and innovation in our delivery of technology solutions that help our stakeholders achieve excellence.**

### MISSION STATEMENT

**The mission of the Information Services & Technology department is to provide leadership in both tactical and strategic planning, implementation and maintenance of information systems in a timely, high-quality, cost-effective manner to all clients of county government.**

# Principles

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As Durham County advances projects and initiatives aligned with our vision, mission, and strategic objectives, our decisions and approach will consistently reflect the following guiding principles.

## **People First**

- ❖ Prioritize the needs, experiences, and well-being of Durham County citizens, employees, and partners in every decision and action.
- ❖ Cultivate professional growth, provide meaningful development opportunities, and promote work-life balance to foster employee satisfaction and retention.

## **Innovative**

- ❖ Embrace emerging technologies, automation, and digital transformation to continuously improve government operations, reduce inefficiencies, and enhance service delivery.
- ❖ Proactively pursue creative and adaptive solutions that address the evolving needs of the community and County operations.

## **Collaborative**

- ❖ Foster a culture of teamwork, open communication, and partnership across departments, external organizations, and the Durham community.
- ❖ Encourage inclusive and cross-functional collaboration to achieve common goals and promote shared success.

## **Results Oriented**

- ❖ Measure initiatives through clearly defined outcomes and tangible improvements in efficiency, citizen engagement, and operational excellence.
- ❖ Adopt agile project delivery and composable solutions to ensure responsiveness to changing priorities and maximize value to the community.

## **Transparent**

- ❖ Promote open governance by actively sharing clear, accessible, and accurate data and information with the community.
- ❖ Commit to transparency in decision-making processes, technology investments, and reporting of progress toward strategic goals.

## **Efficient**

- ❖ Drive efficiency through modernization of legacy systems, business process automation, and optimized resource allocation.
- ❖ Leverage standardized frameworks, such as enterprise data taxonomy and automated solutions, to enhance accuracy, consistency, and productivity.

## **Secure and Resilient**

- ❖ Embed cybersecurity and privacy considerations into all initiatives, procurements, and daily operations.
- ❖ Prioritize the ongoing protection of data, systems, and infrastructure, ensuring reliability and continuity of government operations.

## **Sustainable**

- ❖ Incorporate sustainability assessments into technology and operational planning to monitor and reduce energy consumption, minimize electronic waste, and support environmental stewardship.
- ❖ Measure sustainability outcomes against clearly defined environmental goals.

# Strategic Goals

The following Strategic Goals outline Durham County's key priorities and areas of focus for technology and digital innovation over the next two years. These goals align closely with our county's mission, vision, and guiding principles, providing a clear direction and framework to drive meaningful outcomes. Each strategic goal is supported by specific initiatives designed to enhance service delivery, optimize operations, strengthen community engagement, and reinforce our commitment to equity, sustainability, and resilience.

## Goal 1: Modernizing Legacy Systems

**Desired Outcome:** A streamlined, agile, and scalable IT infrastructure that enhances service delivery.

**Expected Outcomes:**

- Transition from legacy systems to cloud based solutions.
- Increased efficiency in government operations
- Reduced technical debt and maintenance costs.

**Strategic Actions:**

- Deploy a modern enterprise resource planning (ERP) system to enhance financial and operational efficiency.
- Implement a digital document management system for streamlined records management.
- Develop a phased roadmap for legacy system decommissioning.

**Strategic Alignment:** Focus Area – High Performing Organization

## Goal 2: Cybersecurity Modernization

**Desired Outcome:** Strengthen IT Security measures and enhanced risk management frameworks.

**Expected Outcomes:**

- Increased protection against cyber threats.
- Improved regulatory compliance.

**Strategic Actions:**

- Establish a comprehensive cybersecurity strategy.
- Expand incident response protocols.

**Strategic Alignment:**

- Focus Area – Sustainable Infrastructure & Environment.
- Focus Area – High Performing Organization

### **Goal 3: Decision Intelligence**

**Desired Outcome:** Leveraging AI for smarter decision making and expanded analytics capabilities.

**Expected Outcomes:**

- Enhanced service efficiency
- Improved resident engagement

**Strategic Actions:**

- Deploy AI-powered analytics platforms.
- Increase data literacy of county staff
- Publish data and performance dashboards

**Strategic Alignment:**

- Focus Area – High Performing Organization

### **Goal 4: Resident Experience**

**Desired Outcome:** Improved digital service accessibility and enhanced community engagement platforms.

**Expected Outcomes:**

- More user-friendly government reactions
- Increased satisfaction with county services

**Strategic Actions:**

- Deploy AI-powered analytics platforms.
- Increase data literacy of county staff
- Publish data and performance dashboards

**Strategic Alignment:**

- Focus Area – High Performing Organization

### **Goal 5: Staff Experience**

**Desired Outcome:** Improved information technology tools and resources for employees and enhanced professional development opportunities.

**Expected Outcomes:**

- Increased staff productivity
- Higher retention and engagement rates

**Strategic Actions:**

- Deploy collaboration tools and career development programs

**Strategic Alignment:**

- Focus Area – High Performing Organization

## **Goal 6: Information Technology Support for Health and Social Services**

**Desired Outcome:** Modernized support for essential services with expanded telehealth and digital health initiatives.

### **Expected Outcomes:**

- Greater accessibility to health and social services
- Improved coordination between agencies

### **Strategic Actions:**

- Deploy secure telehealth services
- Improve IT systems for social services management

### **Strategic Alignment:**

- Focus Area – Healthy & Inclusive Community
- Focus Area – High Performing Organization

To ensure the successful implementation of Durham County's Digital Strategy, we will clearly articulate and consistently communicate our vision for technology use across the organization, connecting it directly to our mission-driven strategic goals. This vision will be operationalized through detailed tactical plans, defining clear objectives, measurable outcomes, and targeted initiatives that explicitly align with the County's broader priorities. Our strategic approach seeks balanced progress across enterprise-wide objectives, departmental requirements, and community expectations, guided by transparent decision-making, equity, sustainability, and a commitment to innovation.

Achieving our strategic goals depends on intentional investment decisions, clearly defined desired outcomes, and disciplined execution of prioritized initiatives. As Durham County experiences the benefits of digital innovation and transformation, we remain committed to aligning our technological investments with the evolving needs of all who live, work, and visit here. To maintain alignment and accountability, this Digital Strategy will be reviewed and updated annually, serving as a guiding framework to inform future investment and budgetary decisions.