

Information Services & Technology

2004 Report



2005 Plan

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INTRODUCTION

IST is pleased to present its Annual Report, which provides detailed documentation of the accomplishments of the department for fiscal year 2004, which ended June 30, 2004, and presents the IST work plan for fiscal year 2005, which began July 1, 2004.

As part of its continual pur-

suit of excellence, IST generates this annual report not only to measure its own progress, but to help communicate to other agencies what IST is doing and to give agencies insights about what IST can do for them.

If you have any questions about projects in this report or about IST in general,

please don't hesitate to contact us! Contact information is provided at the end of this report.

MISSION AND VISION

IST provides information technology (IT) infrastructure and automation services to all County departments to support their operations and delivery of services to the public. Services are also provided to other governmental agencies and users that prove beneficial to the County and its citizens.

IST revisited the department's mission and vision this year which resulted in numerous changes. IST embarked on the following: changing its image, partnering with its customers, moving to a customer service culture, and implementing an organizational structure to meet the changing needs

of Mecklenburg County. IST's ultimate goal was to be the leader and preferred provider of technology solutions to its customers.

IST's Mission and Vision

MISSION
To partner with our customers, enabling them to operate efficiently and to serve their customers effectively.

We accomplish this by providing modern information technology solutions in a professional and courteous manner. We offer high quality, flexible, and reliable services delivered consistently, efficiently, and responsively.

VISION
To be the leader and preferred provider of technology solutions to our customers.

Information Services & Technology

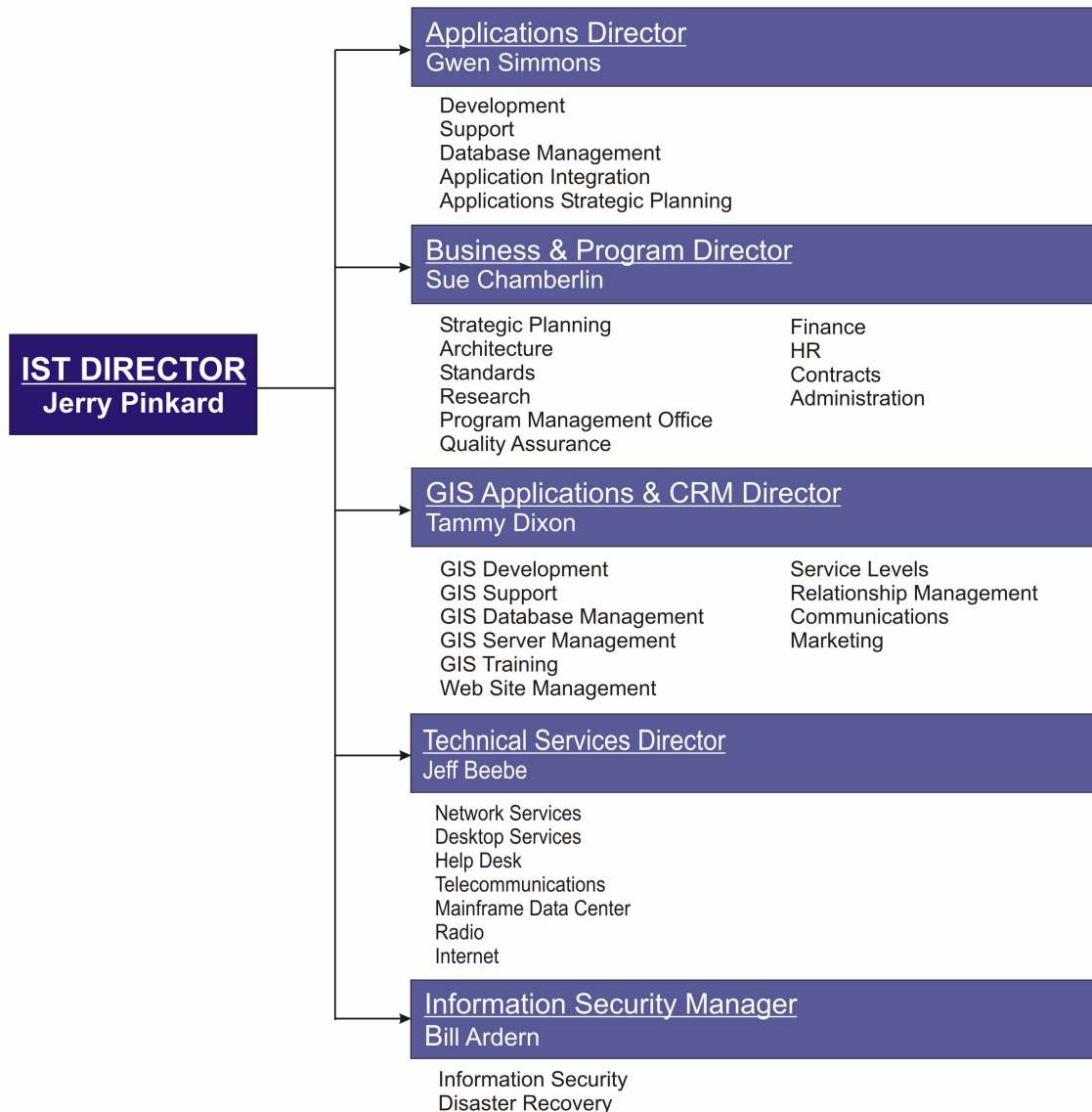
IST REORGANIZATION

IST undertook a major reorganization in FY2004 to achieve the following goals:

- Streamline and improve operations
- Realize efficiencies
- Improve customer service
- Improve communications
- Greater consistency and coordination
- More effective management

The reorganization consolidated all applications and database services into one division. Similarly, all technical ser-

vices were placed in a single division. These two changes resulted in streamlining and improving service delivery and improving the utilization of staff. In addition, two new divisions were established: Business & Program and GIS Applications & CRM. The Business & Program division has a heavy emphasis on planning for IST internal needs (i.e. Balanced Scorecard) and is also responsible for enterprise IT planning related activities, including a Program Management Office. The GIS Applications & CRM Division provides a new customer relationship management role to establish and maintain good customer relations through account managers that proactively assure that the customers' needs are being met.



CUSTOMER SERVICE

CUSTOMER INTERVIEWS

IST sponsored an engagement to interview County departments in the fall of 2003. The purpose of the interviews was to determine level of satisfaction with IST's services, identify opportunities to improve service delivery, and identify ways to improve customer service and communications.

The responses regarding general or overall customer satisfaction were mixed. Roughly half of the individuals interviewed were satisfied with IST services, confident in its abilities, and provided an overall rating of successful or better. Examples of poor customer service ranged from basic office courtesies (unreturned telephone calls and emails) to more macro issues such as a lack of con-

cern for business need.

The three broad thematic areas of concern that emerged during the interviews were customer service, employees, and management.

These interviews provided very meaningful information to IST, as the department embarked on a program to improve many facets of its operations.

CUSTOMER SERVICE PLAN

IST requested that Customer Service Solutions, Inc. (CSS) assist the department in developing a Customer Service Strategic Plan following the completion of customer interviews.

SUMMARY

IST targeted several desired outcomes including:

- Increased overall service levels to customers.
- Improved customer perceptions of IST's service orientation and performance.
- Increased IST employee morale and internal relationships.

According to CSS there were several strengths that the department can leverage for improving customer perceptions about its performance. For example, a number of IST employees were singled out by their customers for strong interpersonal skills and job effectiveness. Overall IST has a solid reputation for its technical expertise. Customers rely on that knowledge to help guide their technology decisions. How-

ever, IST has process, cultural, political, technical, and educational challenges ahead in order to address customer interview issues.

TOP STRATEGIES

From a customer service perspective, IST needs to take a three-pronged approach. First, the department must focus internally, transforming its culture from a command-and-control orientation to a vision-leadership position. IST should become a relationship-driven organization which fosters teamwork between planning and project progression. This is accomplished through a comprehensive and organized internally-focused strategy to address:

- Management's responsibility to show leadership by modeling good customer service behaviors.
- The need to align processes, incentives, and organizational structures with customer-oriented departmental goals.
- How to best motivate and educate staff on how to help accomplish these goals.

Next, IST needs to put the structures and processes in place to proactively develop relationships with its customers. There needs to be ongoing assessment of customer technology needs, customer business goals, customer satisfaction with IST performance, and customer service expectations.

Lastly, IST should implement a continuous improvement program to ensure that the organizational mindset focuses on how to develop better relationships with customers, eliminate the possibility of the same issue arising frequently over time, and ensure that attitudes, processes, and products continually advance.

This three-pronged approach will address the internal organization, external relationships, and the constant change that will occur over time.

A detailed work plan has been developed that includes 34 recommendations that will enable IST to implement the key strategies in the IST Customer Service Plan.

CUSTOMER SERVICE PLAN

COMMUNICATIONS PROGRAM

SUMMARY

IST recognized the need for better communication with its customers as well as among various teams within the department. As a result, IST has examined its communications vehicles to determine effectiveness and formulated new strategies for implementing programs and measures to improve communications and customer service.

STRATEGIES

The communications program incorporates the following strategies:

- Use frequent face-to-face communications with customers.
- Conduct customer focus group

sessions on a regular basis.

- Communicate consistently, concisely, and without technical jargon.
- Teach staff to communicate more effectively with non-technical customers.
- Encourage two-way communication between IST and its customers.
- Build better partnerships with departments.
- Promote and encourage team building.
- Provide a mechanism to enable employees to submit ideas to management.
- Enhance/improve existing com-

munications vehicles (i.e. Intranet site, Internet site, etc.).

- Develop new communications tools.
- Partner with Public Service & Information to deliver important messages to the enterprise via various mediums.
- Survey customers on a periodic basis.
- Survey employees on a periodic basis.
- Create a positive image and identity for IST.
- Ensure that IST's communications goals and objectives are consistent with Mecklenburg County's goals.

Customer Relationship Management

IST decided to implement a Customer Relationship Management (CRM) function for the purpose of establishing and maintaining good customer relations. CRM will provide a single point of contact for customer needs and issues, and will proactively engage customers to explore opportunities for technology additions and improvements. The CRM function should simplify the process of requesting IST assistance for needs and problems.

What Is CRM?

Customer Relationship Management is a business strategy that aims to understand, anticipate, and manage the needs of an organization's current and potential customers. It is a journey of strategic, process, organizational, and technical change whereby an organization seeks to better manage its own enterprise around customer behaviors. It entails acquiring and deploying knowledge about one's customers and using this information across the various touch points to achieve maximum customer satisfaction.

CRM is an approach to doing busi-

ness. The approach is customer-focused and customer-driven, satisfying customers by addressing their requirements and by providing high-quality, responsive service.

Our Customer Service Philosophy

"We treat customers as we would like to be treated."

IT GOVERNANCE

INTRODUCTION

County Manager Harry Jones authorized the creation of the Information Technology Executive Council (ITEC) on June 18, 2003 as part of restructuring information technology (IT) governance and management throughout the County organization. The recommendations made by The Gartner Group in the final report of its IT Organizational Assessment of Mecklenburg County serve as the general roadmap for this restructuring.

The “desired state” Mecklenburg County seeks in this restructuring is a holistic view of the enterprise, resource sharing, disciplined fiscal planning, repeatable methods for enter-

prise priorities, enlightened management, and strong service orientation. Perhaps, the key point is the need for an enterprise focus of IT.



<http://meckweb/itec>

IT GOVERNANCE CHARTER

ITEC provides enterprise business leadership and focus for the development of IT strategies, policies, and standards throughout the County organization. ITEC also prioritizes and recommends resource needs and IT investments to the County Manager,

based on the direction it provides to and through the IST Director, task forces, standing committees, and communities of interest.

ITEC is accountable to the County Manager and provides a report on the status of IT operations and accomplishments at least annually.

MEMBERSHIP

ITEC consists of senior-level department managers (department directors or deputy directors) appointed by the County Manager to represent various departments. ITEC operates under the direction of the Deputy County Manager, who serves as the ITEC chair. The IST Director serves as a permanent non-voting member.

COUNTY IT REORGANIZATION

The Gartner Group completed an IT Assessment for the County in March 2003. The Gartner Group made three key recommendations in their report:

- **Governance** – establish an Information Technologies Executive Council (ITEC) to establish IT strategy, adopt IT policy and standards, and approve processes and criteria for resource prioritization.
- **Business Model** – adopt the (Shared) Services Model (Note) to manage enterprise IT service delivery.
- **Organizational Model** – adopt a centralized organizational model as the primary means for managing and deploying IT services, including:

The County received the report and began the process of determining the next steps. The County Manager issued a memorandum in August 2003 instructing staff to pursue the Gartner recommendations. ITEC is responsible for overseeing the development of the (Shared) Services Business Model and the Centralized Or-

ganizational Model. ITEC initiated a Task Force in late August 2003 to conduct two key tasks: 1 – Determine baseline inventory of current countywide IT environment: services, technology, and resources; and 2 – Develop a Shared Services Business Model for the desired level of service. The Task Force was chaired by Brian Cox, eGovernment Manager, and had fourteen members representing IST and the business units. The Task Force issued its report in May 2004.

ITEC then directed the IST Director to design a new countywide IT organization at its May meeting. The design should be based upon the Shared Services Business Model developed by the ITEC Task Force, IT Organizational Assessment done by The Gartner Group, and the County Manager’s directions. The design should use a consolidated organization philosophy, with the caveat that no service would be consolidated if it would result in a reduced level of service.

MAJOR ACTIVITIES AND PROJECTS - 2004

INTEGRATED SOCIAL SERVICES INFORMATION SYSTEM (ISSI)

Integrated Social Services Information System (ISSI) is a case management tool developed for the Department of Social Services (DSS). ISSI replaces legacy systems used by Fraud, Adult Social Work, Economic Services Division, and Adult Medicaid. ISSI is integrated with existing applications already in place at DSS including Front Desk, MIT, and

MCI. This system has 800+ users housed primarily at the Wallace H. Kuralt Centre and also includes users at remote sites. This system allows workers to perform functions such as manage case loads, determine eligibility for programs and services, and generate letters and forms. ISSI provides workers with a truly integrated system, eliminating

duplicate data entry and providing an easier mechanism for sharing data. By having an integrated database there is a view of data across divisions, providing better data intelligence. ISSI also provides substantial cost savings, totaling \$1,249,218 annually based on a report produced by the Office of Planning and Evaluation at DSS.



PEOPLESOFT/HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

The PeopleSoft Human Resources Information System (HRIS) replaced four existing Human Resources (HR)/ Payroll applications (Time Collection, GEAC HR/Payroll, Restrac, and the Registrar Training System) with one web-enabled integrated system and added new capabilities. Phase 1, replacement of all legacy functions,

was completed in September of 2003. Phase 2, Employee Self Service, was implemented on April 30, 2004. Employee Self Service (known as 'myHR') allows employees to view or change their personal information, view current benefit information, view current and prior paystubs, change federal and state income tax

allowances, and view and apply for vacant County jobs via the County Intranet or from any location via the Internet. Phase 3, adding the Public Library of Mecklenburg County employees into the PeopleSoft Payroll System, was completed in June of 2004.



POSSE

POSSE is a comprehensive group of applications that replaced the legacy Permitting and Inspection system, inspector mobile data terminals (MDTs), Vodavi IVR (Interactive Voice Response), and the old web services. POSSE automated the Temporary Certificate of Occupancy, Temporary Util-

ity agreements, and the send expiry notice processes. In addition the web services were expanded to provide the public with information that was not possible under the old application, such as views of 'My Permits' and 'My Inspections' for contractors. Over 900,000 permits and 2.5

million inspections were converted with the implementation of the new system. POSSE supports 100+ inspectors in the field, 300+ users mostly located in the Hal Marshall building, and over 1,500 contractors throughout Mecklenburg County.



MAJOR ACTIVITIES AND PROJECTS - 2004

CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS)

Mecklenburg County is engaging in a multi-year effort to replace the current Criminal Justice Information System (CJIS). The new CJIS system encompasses the operations of Mecklenburg County Arrest Processing Center, Pretrial Release Risk Assessment, and Pretrial Release Case Management. The CJIS system includes provisions for information entry by Charlotte Mecklenburg Police (CMPD). The CJIS system also interfaces with other criminal justice community systems to accomplish data exchange in areas of Warrant Repository, Magistrate, State ACIS system, and the Mecklenburg County Offender Management system. The overall CJIS project includes matching upgrades to the information exchange aspect of CJIS as other criminal justice community systems imple-

ment planned upgrades to their systems.

The core law enforcement portion of the system is scheduled to be operational in October of 2004.

The new CJIS system will allow CMPD officers to enter arrest information from a web browser enabled interface directly from mobile laptops. This will allow officers quickly return to the field.

CMPD officers will also be able to make inquiries into the CJIS system from mobile laptops. Additional information availability to field officers will improve safety as well as efficiency and productivity.

CJIS will provide advanced integration technology that will allow greater information sharing with the State and other agencies. CJIS uses IBM's

MQSeries integration technology that allows disparate systems to exchange information. This capability will greatly reduce duplicate data entry, reducing data entry errors and improving the timeliness of data for all users.

The County Manager assigned project management responsibility for CJIS to IST in April 2004, as part of his decision to dissolve the Court Services Department. The CJIS Project initially included a Court System to be done in partnership with the State Administrative Office of the Courts (AOC). The AOC elected to withdraw from the CJIS Project in April, and the County renegotiated its contract with the systems integration vendor, PEC Solutions, resulting in the termination of the court component.

LUESA IT INFRASTRUCTURE/IST MERGER

In the interest of improving service and reliability, LUESA IT Infrastructure merged with IST. Services such as help desk, desktop, network, and server support were consolidated. This partnership resulted in the formation of the Technology Help Center, which combines the knowledge and experience of the IST Help Desk and the LUESA Knowledge Center. As a part of the merger, the Technology Help Center has a new telephone number, 704-432-HELP (4357) or 2-HELP, and new service hours, 7:00

a.m. - 5:30 p.m. Monday through Friday. A new email address, 2HELP, was also established as an alternate method for reporting non-emergency type problems. The merger was communicated to customers through email notification, MeckWeb, and Outlook articles. IST designed a new logo which was included on stickers distributed to customers with the new telephone number.

With flat or declining revenues from both taxes and fees, the departments

saw a partnership opportunity to improve service delivery while reducing overall costs by \$192,000.



MAJOR ACTIVITIES AND PROJECTS - 2004

INTEGRATED LAND RECORDS DATA WAREHOUSE

Register of Deeds (ROD), LUESA, and IST collaborated on a joint effort to consolidate major portions of the County's land records information into a shared data warehouse environment using the latest technology. The new Integrated Data Store (IDS) service, in its simplest terms, is a data warehouse, a spot on the Internet where data is collected from various agencies, stored, and updated daily, and then made available for effective and efficient data analysis to anyone who needs it including City and County staff, real estate brokers, property appraisers, attorneys, land developers, etc. Working with the IDS system, it is transparent to the customer where the information originates from. This eliminates "guess work" and provides information in a manner that is easy to use, accurate, and timely.

In FY04, IST completed the integra-

tion of the following data sources and system enhancements into IDS:

- Register of Deeds Data (HART)
- Property Assessment/Real Estate Data (CAMA)
- Code Enforcement Permits & Inspections Data (POSSE)
- Tax Unpays Data (Tax Collections)
- GIS File Downloads (i.e. Street Centerline, Master Address File, etc.)

Service is available to internal City and County staff.

For FY05, IST plans to support and enhance the IDS system, with the possibility of storing and publishing additional Land Records related information in the IDS system. Immediate plans indicate the implementation of the following IDS system enhancements:

- Improved System Security (User Self-registration)
- Link CAMA to ROD

- Research Subscription Services
- Add KIVA data (City of Charlotte - Permits and Inspections)
- Determine which reports should be made available to the public
- Release system to the public, pending approval from senior management

The IDS system continues to gain popularity as more County and City agencies use and incorporate this service into their work environments.



<http://ids.charmeck.org>

RADIO SYSTEM CONSOLIDATION INTERLOCAL AGREEMENT

For many years the City and the County jointly operated the Public Safety Radio System, supporting all public safety agencies within Mecklenburg County. In July of 2003, the Board of County Commissioners approved the Radio System Consolidation Interlocal Agreement, consolidating Radio System operations under City management based upon staff recommendations. A study was undertaken to evaluate management, operations, and costs of the system to determine the best long-term approach for future operations. The

study recommended consolidation of management and operation under the City of Charlotte. The primary reasons were reduced operating and capital costs and more effective operations and planning with one jurisdiction managing the system. Operating costs are projected to be \$800,000 to \$1,000,000 less per year for the consolidated system, because the County would effectively have to duplicate most of the City's present operating cost to run its own system. The County would incur significant capital costs, regardless of

whether the County built its own system or stayed with the City. The consultant estimated the capital costs would be at least \$4.1M less using the City managed system. A Radio Communication Council was established to provide a governance structure and to support the public safety user community that includes the City, County, Charlotte-Mecklenburg Schools, and all towns in the County. This will improve strategic decision-making, operations, and management for the radio system and users.

MAJOR ACTIVITIES AND PROJECTS - 2004

REPLACEMENT OF FIVE YEAR OLD AND OLDER PCs

In response to concerns raised in the Employee Climate Survey, the County Manager approved special 2004 fiscal year funding to replace all computers that were five years old and older. A survey of departments identified 275 desktops and 85 laptops that met the criteria for replacement. IST partnered with

departmental leadership to develop standard configurations for desktops and laptops that would meet needs and still allow the County to obtain volume pricing from Dell, our supplier. With these standards in hand, IST renegotiated with Dell for price relief. The basis for the request was not only the volume of computers that

the County was committing to purchase, but also the fact that all computers would be built to the same standard configuration. After much negotiation with Dell, a price relief substantially below the County's standing price was achieved. This one effort saved Mecklenburg County \$81,117.



FILTERING OF EMAIL TO ELIMINATE SPAM (JUNK EMAIL)

The quantity of SPAM, or junk email, received through the Mecklenburg County email system has been steadily increasing. Excessive SPAM email can put additional strain on email system resources and negatively impact employee productivity. IST addressed this problem through the implementation of an email filtering system to identify and trap SPAM before it reaches

County email servers. Since inception filtering of junk email has reduced overall inbound email volume by 50%-60%, maximizing the utility of email system resources and minimizing lost employee time/productivity due to time spent reading/deleting junk email. During the last year this system has blocked almost 4.5 million SPAM emails. Based on estimated lost employee time of

eight seconds per junk email and an average employee salary of \$17/hour (\$35,000/year), this has resulted in a cost savings of \$145,600 for the last year. This does not include savings due to more efficient use of system/network resources as a result of not having to store/process/backup this additional data.



CHANGE CONTROL BOARD

A Technology Change Control Board has been established to improve the management of changes to the computing, application, and networking infrastructure at Mecklenburg County. The members of the Technology Change

Control Board are tasked with ensuring that changes are reviewed for potential risks, minimizing the risk of disruption to business operations, communicating to all involved parties that a planned maintenance out-

age is going to occur, and providing an overview of the potential impact. The Board meets weekly and has a formal submittal and approval process.

MAJOR ACTIVITIES AND PROJECTS - 2004

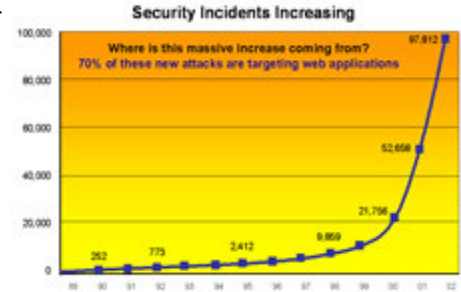
WEB SECURITY GATEWAY

With the advent of eGovernment, the number of services provided to the community online via the Internet is steadily increasing. These services are almost exclusively web-based, and as the greater proportion of Internet attacks are via this method (since web traffic is allowed through most firewalls), our risk to attack has been increasing as well. To proactively manage this risk, IST has implemented a web security gateway de-

vice. This device examines all traffic inbound to systems providing these public services, permitting only allowed activity to pass through, while blocking attacks and malicious browsing activity. This device cloaks internal systems, preventing hacker information gathering which is the precursor to attack.

This device also facilitates encrypted connectivity to internal systems, providing

scalable "Virtual Private Networking" (VPN) capability via SSL-based secure browser sessions, similar to the approach used by banks and online merchants. This secures the exchange of sensitive information across the Internet, and allows safe transactions with County information systems from points external to the County's network. Employee access to the "myHR" is secured this way.

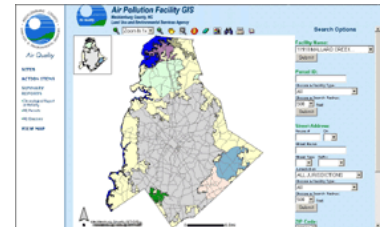


AIR POLLUTION FACILITY GIS

This Internet application allows the public to view all air pollution sources in Mecklenburg County in the Air Quality database. Users can complete a search

around a chosen property and find all the air pollution sources that fall within a specified buffer. The system links to the EPIC+ Air Pollution Facility Informa-

tion web site so users can have easy access to all the database information available on a particular site.

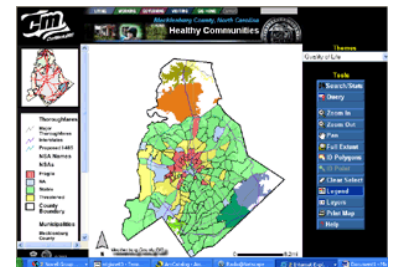


HEALTHY COMMUNITIES

This Internet application developed for DSS provides detailed geographic information about the health of our communities

to the public, health planners, government officials, and non-profits in an easy to use web interface. Disparate data from various

sources were reconciled and used to present a wide range of analytical capabilities.



<http://emaps.charmeck.org>

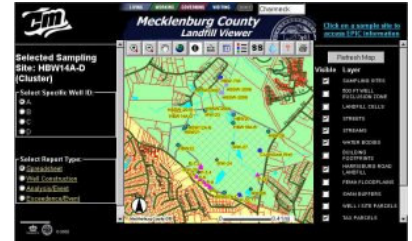
MAJOR ACTIVITIES AND PROJECTS - 2004

MECKLENBURG COUNTY LANDFILL VIEWER

This Internet application, developed for the LUESA Water & Land and Solid Waster divisions, allows employees, citizens, and State of North Carolina Division of Environment and Natural Resources

staff to view landfill related geographic information and to query sample analysis data. The Landfill Viewer is designed to provide easy access to compliance monitoring information and to allow spatial

and temporal analysis of this information. The first release of this application includes the Harrisburg Road landfill, but there are plans to add other landfill sites in the future.

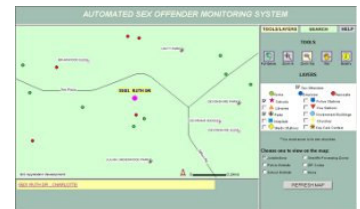


SEX OFFENDER MONITORING SYSTEM GIS INTERFACE

This Internet application was developed as an add-on module to the Mecklenburg County Sheriff's Automated Sex Offender Monitoring System. This third-party application provides data entry and record keep-

ing for the Sex Offender program in Mecklenburg County. IST created a seamless interface to this application so that maps, address searches, and radius searches could be integrated into the new

application, providing the user access to both database functionality and GIS/mapping capabilities without having to launch separate applications.



IST WEB SITE – <http://ist.charmeck.org>

The IST web site was developed to provide all County online applications and services from one site.

The site organizes Internet

applications into four categories: citizens, businesses, government, and employees. Each of the four categories provides a sample question that can be an-

swered by each application and is designed to efficiently direct customers to the resources they need.



Citizen

“I just had to write an extend my congratulations for an amazing web site! Truly an unbelievable source of information, organized in a simple and easy to use interface. THANKS!”

REPORT SUMMARY—2004

NEW SYSTEMS

- Integrated Social Services Information System (ISSI)
- PeopleSoft/Human Resources Information System (HRIS)
- Criminal Justice Information System (CJIS)*
- Integrated Land Records Data Warehouse
- POSSE—replaced the legacy Permitting and Inspection system.
- Implemented 11 new GIS applications.

* Active projects to be completed in FY2004

ACCOMPLISHMENTS, PLANS, STUDIES, AND PROCUREMENTS

- Conducted major reorganization of IST, including restructuring of both Applications and Technical Services.
- Implemented Customer Relationship Management (CRM).
- Established a Technical Architecture Planning function.
- Developed a communications program.
- Developed IST's principles.
- Developed a Customer Service Strategic Plan.
- Updated IST's mission and vision statements.
- Established new IT Executive Council and IT governance, (ITEC).
- Implemented a Office Automation application proficiency track and certification.
- Completed revision of Information Security policies.
- Developed patch management guideline/procedure.
- Implemented Public Records Policy.
- Completed LUESA IT Infrastructure/IST merger.
- Negotiated new pricing with Dell for replacement of five year and older PCs with a cost savings of \$81,117.
- Conducted an IST employee survey.
- ITEC Task Force Report and Shared Services Business Model.

IT INFRASTRUCTURE IMPROVEMENTS

- Completed, signed, and implemented the Radio System Interlocal agreement with the City of Charlotte resulting in FY04 savings estimated at \$678,100.
- Continued the implementation of the enterprise tape backup strategy.
- Implemented clustered servers and network attached storage for the ICJIS project.
- Implemented a change control board and procedures within IST.
- Replaced switches at DSS, Bob Walton, Park & Recreation, and CCOB.
- Implemented Windows 2003 Server.
- Implemented an enterprise version of WebTrends reporting software and significantly improved web reporting.
- Provided technical services for several new web application including Budget viewer, Internal Audit Issue Tracker, and the Courthouse web camera.
- VFD Paging System Replacement Phase 1.
- Worked with our new ISP, Time Warner Telecommunications, to acquire a new IP address block for the County.
- Built the infrastructure to support the new Intranet site, MeckWeb redesign, which will run on a Windows 2003/CMS 2002 platform.
- Expanded vulnerability scanning/monitoring of all servers.
- Revised Disaster Recovery policy and developed a collocation plan to mitigate risk to County IT systems and infrastructure.
- Implemented web security gateway.
- Implemented filtering of email to eliminate SPAM.
- Completed the GroupWise 6.6 migration.
- Completed enterprise fax software upgrade.
- Completed the specifications, design, and bid packages for the new courthouse cabling infrastructure. Cost estimates for this project are \$700 - \$800K.
- Installed a StorageTek automated tape library. This new technology enabled the elimination of the manual mounting of 600+ tapes per week on the older 3490 technology tape drives.
- Implemented MQ series integration software.
- Radio Capital Infrastructure Upgrade Phase 1.

BUDGET INFORMATION

FY2004 BUDGET INFORMATION

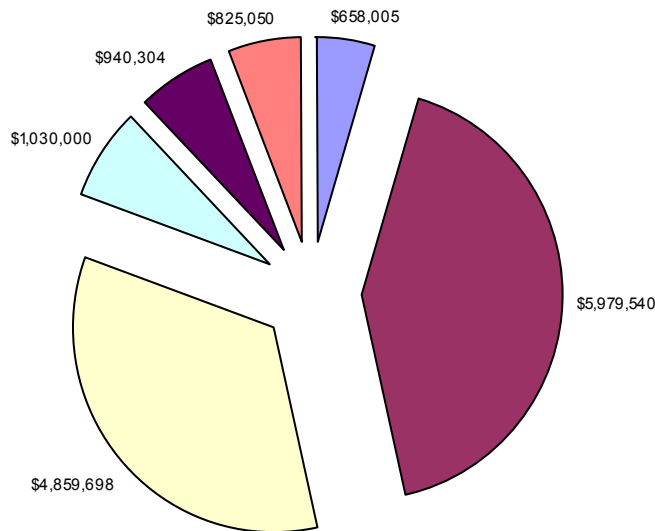
FY2004 BUDGET

ORG	Description	Actual Expenses
2510	Financial Services & Administration	\$1,734,243.14
2520	Data Center Operations & Technical Support	\$2,654,383.56
2530	Land Records Division	\$1,871,646.22
2540	Justice & Social Services Division	\$2,010,270.93
2550	Microcomputer/ Network Division	\$2,152,148.35
2560	Radio Services	\$960,404.04
2570	Telecommunications	\$488,708.99
2580	GIS Application Development	\$966,207.10
2595	ITEC	\$537,911.20
Total		\$13,375,923.53

FY2005 BUDGET INFORMATION

IST has developed a Service Level One target budget that reflects the 2% efficiency reduction requested by the County Manager. The total budget is about a 6% increase from FY04, resulting from inflationary increases in contractual items and funding of positions previously funded from the CJIS project.

FY2005 Budget



■ Administration	■ Technical Services	■ Applications/Data	■ Radio Services	■ GIS Applications	■ Information Security Group
2510	2520	2540	2560	2580	2590

UPCOMING PROJECTS AND INITIATIVES 2005

INTEGRATED TAX SOFTWARE SOLUTION

The Office of the Tax Collector (OTC), Property Assessment and Land Records Management (PALRM), and IST jointly initiated this project through recognizing the need to replace several legacy tax applications due to their existence on various platforms defined as no longer strategic or supported. This coordinated effort is made in order to support an improve integration between these legacy

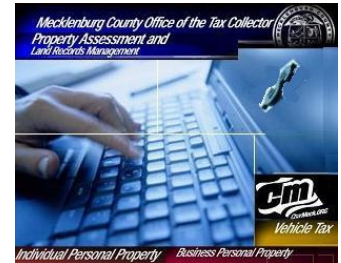
applications and the departments information flow. The legacy applications to be replaced with an integrated tax software solution are as follows:

- Property Tax Billing and Collection A/R systems (legacy applications that reside on Mecklenburg County's IBM main-frame)
- Individual Personal Property (IPP) system and the Business Personal Property (BPP) applications

(reside on the Tax Office's Hewlett Packard (HP) 3000)

- Vehicle Tax (VT) system (acquired in 1992 and was originally written as a DOS based system for smaller jurisdictions)

An RFP was published in June 2004 and vendor evaluations are planned through October 2004. The anticipated completion date for the project is late 2006.

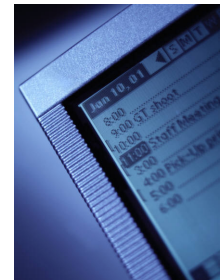


BOCC BOARD APPOINTMENTS APPLICATION

Mecklenburg County is in the process of rewriting the Board of Appointments application with the goal of improving the overall functionality, reliability, and reporting capability of the current application for the Clerk to the Board of County Commissioners.

This application will replace the legacy FoxPro application that has been in place for many years. Phase I of the application is scheduled for implementation by late FY2005. It will provide the Clerk to the Board the ability to validate applicant addresses, park district,

and County Commission district before appointments are made. This will save the Clerk to the Board valuable time in validating this information manually and prevent erroneous appointments of ineligible applicants to board seats.



UPCOMING PROJECTS AND INITIATIVES 2005

ISSI—CHILD WELFARE

ISSI-Child Welfare is another phase of the existing ISSI system that will replace the Child Welfare system used by Youth and Family Services (YFS) at the Mecklenburg County Department of Social Services. This is being developed as a .NET Internet application and will utilize the structure and database of the existing ISSI application. By developing this as an Internet application, it will drastically simplify the installation process

plus provide DSS easier access at remote sites. The capability to access this application while out in the field via wireless connectivity will exist. This application is being developed in collaboration with Buncombe County, North Carolina. ISSI - Child Welfare will provide YFS with a case management system with the same level of integration to other applications that was provided by the existing ISSI system. At the comple-

tion of this project all of the core divisions at DSS case management will be in one place, allowing a view of information across divisions that provides benefits such as greater sharing of information and elimination of duplicate data entry. This system will allow workers at YFS to do functions such as gather intake information, track investigations, and manage case loads.

FINANCIAL SYSTEM REPLACEMENT

AMS's Advantage 2 is currently used by Mecklenburg County for all financial transactions and record keeping. Advantage 3 is a web-enabled application with an intuitive interface allowing ease of use across County departments. Contracts

were signed with AMS in January of 2004, with the project officially initiated in May of 2004. AMS completed interviews with financial representatives from selected departments and documented current business processes. Using infor-

mation from this analysis, AMS will deliver to the County the recommended upgrade approach and ways to utilize new functionality. Implementation of AMS 3 is scheduled for October of 2005.



UPCOMING PROJECTS AND INITIATIVES 2005

ENVIRONMENTAL DATA MANAGEMENT SYSTEM (EDMS)

Mecklenburg County and the City of Charlotte are engaging in a joint effort to replace the current Environmental Protection Information Control System (EPIC). The EPIC system encompasses Mecklenburg County Water Quality, Mecklenburg County Groundwater, Mecklenburg County Solid Waste, Charlotte-Mecklenburg Utilities, and City of Charlotte Storm Water. Mecklenburg County and the City of Charlotte are

seeking a combination of a commercial off-the-shelf and a customized solution to maintain current environmental data management functionality with a Geographic Information Systems component. The Request for Proposal was released. The contract award is scheduled for September of 2004.

The new EDMS system will allow employees to collect

and share data that is retrievable from various work locations via hand held devices. This application will also furnish the public with environmental data and the ability to register wells.

This project will provide the ability to share information with external applications and agencies. There will be a significant reduction in manual processes and administrative efforts.

GENERAL SERVICES WORK ORDER REQUEST SYSTEM

General Services is soliciting the services of IST to enhance the current Work Order Request System. This project consists of the initiation of service requests and Buildings and Grounds routine and preventative maintenance. This project will deploy a comprehensive work order process and Graphical User Interface

enhancements.

The work order request system will be implemented in November of 2004.

The revised version of the work order system will be promoted to all County employees accessible via the County Intranet.

Upon the initiation of a request, customers will re-

ceive confirmation and a work order number to obtain a status of work requests. Customers will have the opportunity to participate in a customer satisfaction survey.

This project will provide the ability to initiate, process, and track work requests in a more efficient manner.

UPCOMING PROJECTS AND INITIATIVES 2005

OFFICE 2003

The County standardized on Microsoft's Office productivity suite several years ago. In January of 2004, approximately 65% of County employees were still running Office 97, which is seven years old and is no longer supported by Microsoft.

Realizing the important of maintaining current technology, the County decided to upgrade all older versions of Office to Microsoft Office Professional 2003.

Microsoft Office Professional Edition 2003 provides addi-

tional tools and technologies to help IT managers more easily deploy, administer, and maintain Microsoft Office technologies, while empowering employees do their jobs more effectively.



TECHNICAL SERVICES PROJECT MANAGEMENT

In order to develop a strategic focus within Technical Services, a Project Management function will be implemented. The Project Management function will establish a project management framework, which includes project standards, processes, and reporting.

Implementing a project management methodology will improve results in terms of time and budget, improve consistency so that results are project dependent not resource dependent, and will ultimately boost efficiency and reduce cost.

The Project Management function will offer ongoing training, guidance, and support to the Technical Services staff. The goal is for project management to become a core competency for most of the Technical Services staff.

TECHNICAL ARCHITECTURAL AND APPLICATION PLANNING

IST is implementing new strategic architectural planning groups for both the Technical Services and Applications Divisions. These two independent groups will collaborate to establish and maintain architectural design standards in their respective areas focused on optimizing efficiency, reliability, scalability, flexibility, manageability, and cost for

all IST services, including disaster recovery.

The groups will work with County agencies to understand their long-term IT-related business requirements and develop a comprehensive approach to meet them, leveraging the best of existing and emerging technologies.

The groups will participate

in joint planning and review sessions to ensure proposed projects and initiatives are aligned with the County's long-term goals and objectives. The groups will foster standardization to drive down administrative costs, while identifying potential productivity improvements that can be gained from implementing new technologies.

UPCOMING PROJECTS AND INITIATIVES 2005

GIS APPLICATIONS

Several new or enhanced GIS applications are planned, including the following:

Zoning and Code Enforcement Violations - management of notices of violations and zoning citations.

Daycare Locator - location of daycare providers and in-

spection information.

Future FloodZone v4.0 - upgrade incorporating new work flow processes.

Address Information Center v5.0 - replacement of Student Assignment Express and Map & Go functionality.

GIS Data Express v1.0 - GIS data extraction service.

GIS LD Map Viewer Enhance-

ments for POSSE and Outrider - enhancement existing system.

Sewage/Septic/Soil Data Collection - data collection of soil, septic tank, and sewage line data in the field.

Private Sewage Treatment Permitting System - septic system location and information.

PRIVILEGE LICENSE SYSTEM

The Privilege License System (PL*SYS) project is a rewrite of the Business License System. The goals are to add several new capabilities, improve the architecture

with .NET framework and SQL2000 for improved integration and performance, improve system stability, and correct the current deficiencies. The implementation is

planned for December 2004. The new PL*SYS project will lay the groundwork for future integration with other Business Tax Collections systems.

PLAN SUMMARY—2005

NEW SYSTEMS

- Integrated Tax Software Solution
- ISSI—Child Welfare
- Financial System Replacement
- Privilege License System
- Environmental Data Management System (EDMS)
- Clerk to the Board of County Commissioners Appointments application (BOCC)
- Criminal Justice Information System (CJIS)
- General Services Work Order Request System
- Zoning and Code Violations GIS
- Daycare Locator GIS
- Air Quality Monitoring Sites GIS Phase 2
- Address Verification Tool, v 4.0
- Street Name Lookup
- Future FloodZone v4.0
- Address Information Center v5.0
- GIS Data Express v1.0
- Air Pollution Facility GIS Upgrade
- BOEGIS Updates
- GIS LD Map Viewer Enhancements for POSSE and Outrider
- Sewage/Septic/Soil Data Collection
- Private Sewage Treatment Permitting System

PLANS, STUDIES, AND PROCUREMENTS

- Research and evaluate knowledge base technology for the Technology Help Center.
- Institutionalize after hours support procedures, including but not limited to, an escalation path, scripting, training, and marketing of the approach.
- Develop a strategy to deploy wireless technology within the County.
- Develop a project management strategy, which includes procedures, documentation, and training for the Technical Services staff.
- Implement a project review process for all Technical Services projects.
- Implement new IT Organizational Design (contingent on approval).
- Research and recommend an enterprise intrusion detection/prevention solution.
- Research and recommend an identity management solution.
- Perform an enterprise security risk assessment.
- Develop and implement an enterprise disaster recovery plan (contingent upon funding).
- Research and recommend a solution for virus/spyware scanning of web (HTTP) traffic at the firewall.
- Develop a strategy to deploy wireless technology in the County.

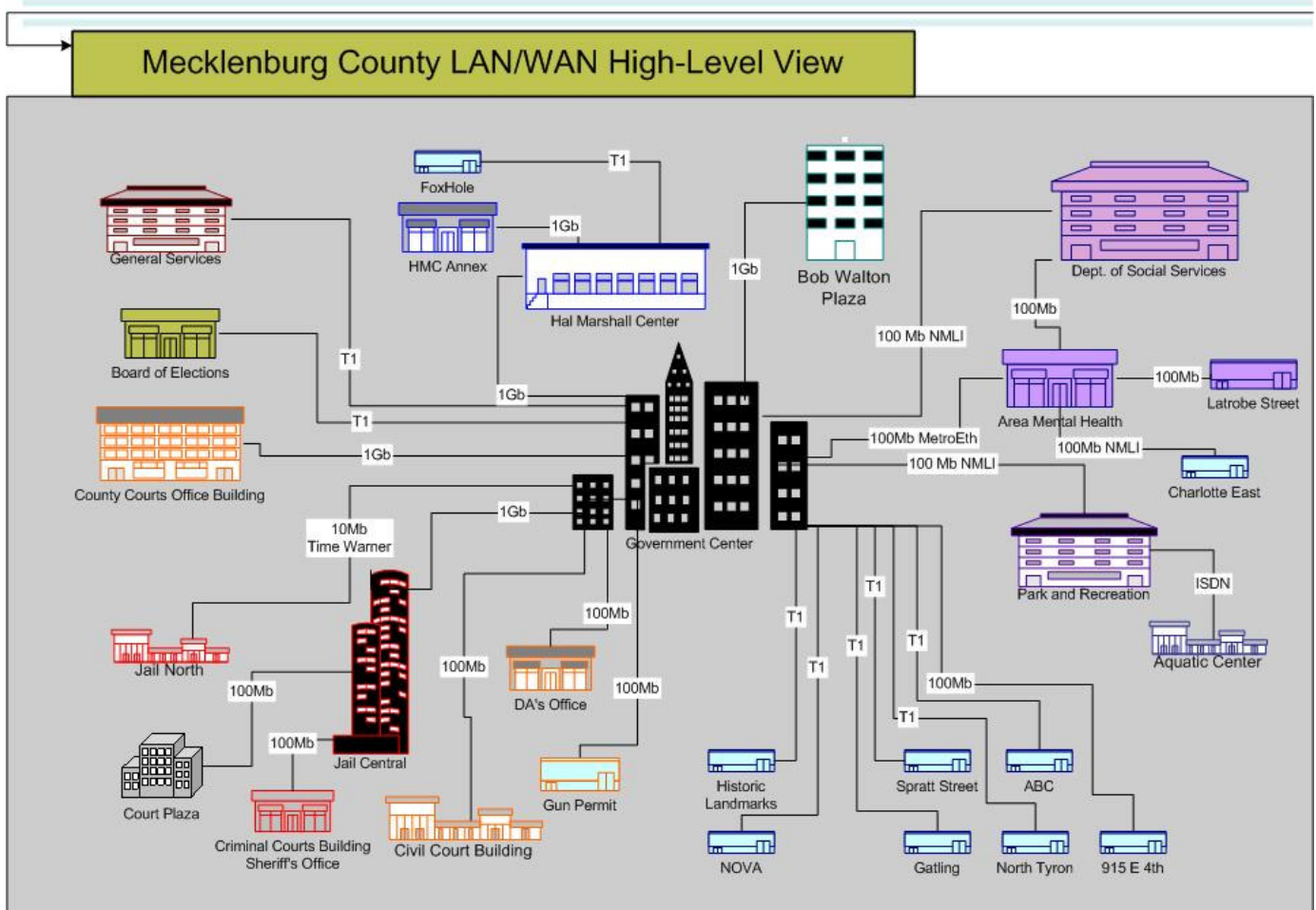
IT INFRASTRUCTURE IMPROVEMENTS

- Migrate from Office 9X and 2000 to Office 2003.
- Migrate from Windows 9X and Windows 2000 to Windows XP.
- Plan, design, and implement a telephony system to support the DSS Customer Services/211 Centers.
- Plan, design, and implement a telephony system to support Area Mental Health Customer Service Center.
- Phase 2—Upgrade Volunteer Fire Department National TAC radio transmission hardware.
- Upgrade the layer 2 switches at Jail North.
- Upgrade the layer 3 core network switch at Jail Central.
- Replace Nortel routers with Cisco routers across the County.
- Implement a failover circuit configured to automatically reroute traffic in the event that connectivity is lost between CMGC and Kuralt or Kuralt and Watkins.
- Eliminate media converters from the County's network.
- Provide wireless connectivity to the CAMA database for the Real Estate Division of PALRM.
- Consolidate mainframe operations into a smaller footprint in the Data Center and relocate CMGC server farm to vacated space.

PLAN SUMMARY—2005

IT INFRASTRUCTURE IMPROVEMENTS (CONTINUED)

- Complete the implementation of Active Directory throughout the County.
- Replace the current ISDN and POT circuits with an IP based routed solution.
- Evaluate and update the County’s technical architecture to meet new or anticipated customer needs and evaluate merging/existing technologies as appropriate.
- Test and implement VMWare to support server consolidation.
- Implement MPLS networking solution for 38 Park & Recreation locations.
- Continue implementation of the storage management solution



APPENDIX A: IST AWARDS

Providing innovative high quality information technology products and services to our customers remains the top priority of Mecklenburg County Information Services & Technology. We have been recognized by numerous vendors and professional organizations for our commitment to excellence. Listed below are a few of our accomplishments.



2004 Blue Diamond Award
POLARIS
 2004 Annual Blue Diamond Awards Ceremony
 Charlotte Chamber of Commerce, Charlotte, North Carolina



2004 Ralph W. Ketner Employee Productivity Award
 Real Estate Lookup System
 2004 North Carolina Association of County Commissioners Annual Conference,
 Raleigh, North Carolina



2004 NACo Achievement Award
 The Real Estate Lookup System
 2004 NACo Annual Conference, Phoenix, Arizona



2004 NACo Achievement Award
 2003 Voter Book Printing Improvements
 2004 NACo Annual Conference, Phoenix, Arizona



2004 NACo Achievement Award
 GIS/Mapping Component of the Automated Sex Offender Monitoring System
 2004 NACo Annual Conference, Phoenix, Arizona



2004 NACo Achievement Award
 Air Quality Monitoring Sites GIS
 2004 NACo Annual Conference, Phoenix, Arizona



2004 NACo Achievement Award
 Code Enforcement GIS
 2004 NACo Annual Conference, Phoenix, Arizona

APPENDIX B: IST FY04 SCORECARD RESULTS

Mecklenburg County began using the Balanced Scorecard (BSC) as a management and budgeting tool a couple of years ago, but FY04 was the first year that BSC results could substantially reflect departmental performance. IST's results are generally quite positive:

7 green-light outcomes:

- Increased Service Value*
- Improved Productivity
- Preserved Financial Stability & Maintained Organizational Integrity
- Improved Funding/Resource Allocation Decisions*
- Reduced or Avoided Costs Through Partnerships
- Enhanced Workforce Retention & Recruitment
- Improved Technology-Related Capacities*

Legend

green = "exemplary/successful"

yellow = "mixed results"

red = "reason for concern"

2 yellow-light outcomes:

- Improved Communication & Information Management
- Increased Employee Knowledge, Skills, & Abilities*

1 red-light outcome:

- Increased Employee Motivation & Satisfaction

(Those marked (*) are primary services that IST provides, while the remainder are enablers for those primary services.)

Among the most gratifying of the many successful areas are Service Value (with its customer orientation), and Technology-Related Capacities (with its quality and uptime emphasis).

IST scored poorest in feedback from its own employees. In fact, all of the non-green light areas came from the Employee Climate Survey.

During FY04, IST undertook numerous significant actions to address these shortcomings, including a reorganization of its management team; adopting a formal Communications Plan; hosting employee focus groups, expanded staff meetings, and exhaustive planning meetings; and completing a 26-item BSC Action Plan. The FY05 Employee Climate Survey will demonstrate whether these actions have served their intended purpose.

Only 78% of employees reported they were provided a training opportunity, and only 63% reported their training helped them in their jobs, despite the 8.5 actual training days per employee averaged during FY04. Perhaps this apparent difference will be reflected in the FY05 Employee Climate Survey, or perhaps these results are indicative of perception vs. reality.

The FY04 Scorecard serves as a baseline for FY05, when even more data will be available to more fully indicate IST's strengths and weaknesses. Especially of note are the new productivity targets for each of IST's teams.

APPENDIX B: IST FY04 SCORECARD RESULTS

green = "exemplary/successful"

yellow = "mixed results"

red = "reason for concern"

#	Measure	How Tracked	How Often	Results
Increased Service Value				
1.1	IST helps departments increase their service value, customers report [80/90]% satisfaction score with IST services	IST annual survey: increase service value (Y/N) average satisfaction across all scored items WO report BSC1: satisfaction	Annually - Sept. Monthly	1. n/a FY04 2. 95.6% (3.83)
1.2	SLAs exist for [90/100]% of customers and services	SLAs reviewed with customers and their feedback received	Annually - Oct.	100% : 17 signed, 2 will not sign, 2 not signed but informally approved
1.3	Complete work requests "on time" 80% of applications development projects (1000+ hours) as estimated/approved 98% Work Orders "on time" as negotiated: Data Desktop Email & Network Telecom - Vmail feature changes within 1 day Line changes within targets according to number	WOs report BSC3: Estimate v. Actual within 20% WO report BSC2: Date Due v. Date Completed Magic completed trouble tickets	Monthly	1. 81% 2. 100% 100% 100% 100% 3. Reporting began March 2004 98% 86.5%

Improved Communication & Information Management				
2.1	Internal rating: Effective Communication ([75/85]% of IST's customers satisfied with IST's communication)	IST annual survey	Annually - Sept.	n/a for FY04
2.2	IST rating: Effective Communication (90% of IST employees satisfied with IST's communication)	County-wide annual survey	Annually - Dec.	74%
2.3	IST rating: Access to Information ([80/90]% of IST employees feel their supervisors share information from management)	County-wide annual survey	Annually - Dec.	75%
2.4	IST Annual Report published	IST Annual Report	Annually - Sept.	done
2.5	Communication plan implemented	IST Communication Plan	Annually - Nov.	done

APPENDIX B: IST FY04 SCORECARD RESULTS

green = "exemplary/successful"

yellow = "mixed results"

red = "reason for concern"

#	Measure	How Tracked	How Often	Results
Improved Productivity				
3.1	100% IST teams establishing productivity goals	Annual enumeration	Annually - Nov.	<p>100%:</p> <p>6 APPS - (1) Estimate : actual hours; (2) # errors in production</p> <p>DBA - # staff : DBs managed</p> <p>IC - average time to close calls</p> <p>TECH - # staff images printed</p> <p>TECHO - # staff # network devices</p> <p>TELE - # staff # trouble tickets and MACs</p> <p>STAFF - # staff # IST staff</p> <p>SEC - n/a per A. Lucas 5/28/04</p>
3.2	[85/100]% IST teams implementing 1+ process improvement(s)	Enumeration of improvements	Report Monthly	<p>100%:</p> <p>AppsDiv: WO mod. for Synergy WO mod. for at-a-glance Tax Billing support reduction</p> <p>GIS: Online training registration</p> <p>SEC: Spam filtering Server scanning</p> <p>IC/TECH/TECHO: Tape drive replacement Change control board SUS & patch mgmt. New server checklist Compaq Insight Mgr tool</p> <p>TELE: Use Magic for voice requests</p> <p>STAFF: WO mod. for Synergy WO mod. for at-a-glance Reserve rooms via Gwise Appts. via Gwise calendar New staff welcome package</p>
3.3	55% Help Desk calls resolved without escalation	Magic completed trouble tickets	Report Monthly	72%
3.4	[2/5]% reduction in operating cost per capita, while maintaining services and customer satisfaction	budget v. County population	Annually - July	\$18.00 per resident (Jul04)

APPENDIX B: IST FY04 SCORECARD RESULTS

green = "exemplary/successful"

yellow = "mixed results"

red = "reason for concern"

#	Measure	How Tracked	How Often	Results
Preserved Financial Stability & Maintain Organizational Integrity				
4.1	Contract \$s saved due to rebidding & renegotiation [85/100]% of FY03 savings	IST enumeration/ comparison to FY03	Report Monthly	42% (\$199,186 FY04 v. \$476,500 FY03): \$33,230 Group1 license \$77,956 Dell contract \$88,000 yearend PC/laptop order
4.2	Comparison: IST costs [10/20]% less than industry costs	IST cost v. cost of comparable providers	Semi-annually - Jan/July	18% less (-26% Jan, -10% July)
4.3	Minimize viruses, spam and impact of security incidents	1. [95/98]% of viruses blocked by gateway & detected by desktop software v. reported to HDesk 2. [80/90]% of spam blocked by gateway v. reported to Help Desk 3. [1/0.5]% security "downtime"	Monthly	1. 99.97% 2. 99.92% 3. 99.80%

Improved Funding/Resource Allocation Decisions				
5.1	80% IST-controlled BSC outcomes achieved	JP	Annually - July	85% 23 Achieved: 1.1, 1.2, 1.3, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 3.3, 4.2, 4.3, 5.3, 5.4, 6.1, 7.2, 8.1, 9.2, 9.3, 10.1, 10.2, 10.3, 10.4 4 Not achieved: 7.1.1, 7.3.1, 7.5, 9.5 2 Not in IST control: 4.1, 5.2 12 N/A for FY04: 2.1, 3.4, 7.1.2, 7.3.2, 7.3.3, 7.3.4, 7.3.5, 8.2, 8.3, 8.4, 9.1, 9.4
5.2	IT reorganization complete	JP	[Dec. 04/ Jun. 04]	active Mar. Budget IT into IST Mar. LUESA IT into IST Jul. Courts IT into IST
5.3	IT project \$s approved by ITEC	ITEC	Annually - Feb.	prioritized 8 projects for FY05 totaling \$6.9M
5.4	[85/95]% of projects (1000+ hours) achieve 80% of their stated objectives	WO report BSC3: 80% of objectives achieved (Y/N)	Monthly	Data collection began Jan04: 100%

APPENDIX B: IST FY04 SCORECARD RESULTS

green = "exemplary/successful"

yellow = "mixed results"

red = "reason for concern"

#	Measure	How Tracked	How Often	Results
	Reduced or Avoided Costs Through Partnerships			
6.1	\$s saved through partnerships increase [0/10]% over FY03	Enumeration	Report Monthly	+52% FY04: \$817,092 mainframe \$678,100 Radio FY03: \$982,828
	Increased Employee Motivation & Satisfaction			
7.1.1	IST rating: Recognition & Rewards	County-wide annual survey	Annually-Dec.	65% dept recognizes achievement
7.1.2	# QAAs awarded	HR	Annually-Aug.	n/a FY04
7.2	IST rating: Innovation	County-wide annual survey	Annually-Dec.	77% dept looks for better ways
7.3.1	IST rating: Job Enhancement	County-wide annual survey	Annually-Dec.	63% increased skills
7.3.2	# promotions	HR	Annually-Aug.	n/a FY04
7.3.3	# in-band adjustments	HR	Annually-Aug.	n/a FY04
7.3.4	% reclasses to higher pay bands	HR	Annually-Aug.	n/a FY04
7.3.5	% reclasses in-band	HR	Annually-Aug.	n/a FY04
7.4	deleted			
7.5	improvement in [6/9] of 19 non-green lights from FY03 BSC	County-wide annual survey	Annually-Dec.	4 improved, but 15 declined
	Enhanced Workforce Retention & Recruitment			
8.1	IST rating: Flexible Work ([80/90]% of employees satisfied with work schedules/options)	County-wide annual survey	Annually-Dec.	83% work/life balance
8.2	% new hires retained for 2 years	HR	Annually-Aug.	n/a FY04
8.3	IST meets County diversity profile	HR	Annually-Aug.	n/a FY04
8.4	IST turnover rate after 2 years [same as/less than] County rate and Charlotte tech. rate	HR	Annually-Aug.	n/a FY04

APPENDIX B: IST FY04 SCORECARD RESULTS

green = "exemplary/successful"

yellow = "mixed results"

red = "reason for concern"

#	Measure	How Tracked	How Often	Results
	Increased Employee Knowledge, Skills & Abilities			
9.1	# students trained (by IST)		Report Monthly	948 student days
9.2	students report [80/90]% satisfaction score with IST training	IST post-training surveys	Report Monthly	98%
9.3	% IST employees getting trained	County-wide annual survey	Annually-Dec.	78% given opportunity
9.4	average training days / employee	each IST manager turns in to Dennis	Report training monthly	8.5 (983.5 days/115 employees)
9.5	[77/87]% of IST employees say training helped in their jobs	County-wide annual survey	Annually-Dec.	63% increased skills
	Improved Technology-Related Capacities			
10.1	Tech index for infrastructure: [99.5/99.9]% uptime for 1. mainframe 2. network 3. Internet 4. voice mail 5. Centrex	1. operations logs 2. IP Monitor software 3. IP Monitor software 4. BellSouth reports monthly 5. BellSouth reports monthly	Monthly	99.9+% overall: 1. 99.97% 2. 99.90 3. 99.90 4. 100 5. 99.99
10.2	Tech index for applications: [75/90]% computed score 1. customer satisfaction (annual) 2. WO satisfaction 3. ontime/budget and low errors in production	1. IST annual survey 2. Completed WOs 3. apps projects 1000+ hrs.	1. Annual-Sept. 2. Monthly 3. Monthly	88.8% overall: 1. n/a FY04 2. 96.6% (3.86 of 4.00 for 331 WOs) 3. 81%
10.3	IST rating: Availability of Tech Resources ([80/90]% of employees satisfied with their technology)	County-wide annual survey	Annually-Dec.	88% have tech to do job well
10.4	Achieve [75/85]% of Work Plan tasks	IST Annual Plan	Annually - July	88% 15 completed 2 not yet due 6 deferred by customer 4 cancelled/not funded 3 ongoing versus 4 active
	Additional SLA Measures Not Directly Related to BSC			
99.1	Data Center - 0.25 second average CICS response time	System software reports	Report Monthly	0.11
99.2	Information Security - respond to security breaches within 30 minutes		Report Monthly	Mar, Apr. May, June- no data
99.3	GIS - 99% uptime for GIS applications and infrastructure	Windows tools + Compaq Insight Manager	Report Monthly	99.92%

APPENDIX C: MIGRATE FROM THE MAINFRAME UPDATE

May 2002

Revised August 2004

The current trend, in the IT industry generally and within the government sector specifically, is to acquire and develop non-mainframe, "Wintel" applications, and this trend holds true for Mecklenburg County. With the high fixed costs of supporting a mainframe environment, spread over a decreasing application base, IST has determined that an orderly migration from the mainframe should be commenced. This recommendation was presented to the Technology Advisory Council in April 2003, and was subsequently updated in January 2004.

The overall migration plan subdivides into two parts: applications residing on the mainframe (must be replaced or rewritten), and applications residing on Wintel platforms but using databases on the mainframe (must be reconfigured).

Table 1: Applications Residing on Mainframe

Target		Customer Department
9/04	Offender Management System	Sheriff
9/05	Central Repository (waiting on NCAWARE)	Sheriff
9/05	Magistrate System (waiting on NCAWARE)	Sheriff
12/04	Arrest Processing	Sheriff
12/04	Risk Assessment	Sheriff
10/05	Advantage Financial	Finance
NLT 12/05	Tax Billing & Collections web lookup -- Group1 (COTS mailing software) -- Street Assessment web lookup -- Street Lighting web lookup	Finance/Office of the Tax Collector
NLT 12/05	Business License Print Jobs	Finance/Tax Collections
NLT 12/05	BOE Precinct Book	BOE
NLT 12/05	Street File web Lookup	LUESA/Code Enforcement
	DSS Miscellaneous (state reports, tapes)	DSS

Table 2: Applications Using Mainframe Databases

Target		Customer Department
06/05	Sheriff's Paper System	Sheriff
12/04	Journeyman	LUESA/Code Enforcement
NLT 12/05	Address Verification Tool	LUESA/PALRM
NLT 12/05	Master Address Table	LUESA/PALRM
NLT 12/05	Address Extract Application	CMPD

APPENDIX C: MIGRATE FROM THE MAINFRAME UPDATE

Assumptions

- IST operations staff's needs must be considered and carefully planned.
- The City of Charlotte will need to find a new service provider and must be given ample advance notice to do so.
- Projected date for the elimination of the mainframe is June 30, 2006, based upon current replacement plans of remaining mainframe systems.

Data Center Budget

The FY2005 budget for the Mainframe Data Center is in excess of \$2.7M, which includes \$700,000 of City revenue. The budget includes \$480,000 of costs for non-mainframe

software licenses and maintenance. In addition, there will be a continued need for high-speed print capability, resulting in the transfer of the Xerox printers to the County network for support of network based applications with high-speed printing needs. The printer costs and associated staff requirements, about \$150,000, will not go away. In addition, the network based systems that replace the legacy mainframe applications will impose additional infrastructure costs, primarily in the transfer of two positions to the network infrastructure teams for technical support of the new systems. Once all of these costs are accounted for, it is projected that the elimination of the mainframe will result in a hard dollar savings of approximately \$1.1M.



CONTACT INFORMATION

For more information about Information Services & Technology and how we can help you, please contact any member of our management team.

- Jerry Pinkard, IST Director
pinkaje@co.mecklenburg.nc.us 704.336.2891
 - Gwen Simmons, Applications Director
graygs@co.mecklenburg.nc.us 704.336.6611
 - Isaac Jackson, Applications Systems Manager
jacksia@co.mecklenburg.nc.us
704.336.7607
 - Barry Abrams, Applications Systems Manager
abramkb@co.mecklenburg.nc.us
704.336.4575
 - Brian Sturgill, Applications Systems Manager
sturgtb@co.mecklenburg.nc.us
704.432.1381
 - Terry Eudy, Applications Systems Manager
eudytg@co.mecklenburg.nc.us
704.336.4136
 - Butch Honeycutt, Applications Systems Manager
honeycr@co.mecklenburg.nc.us
704.336.7001
 - Mike Evans, Data Manager
evansmp@co.mecklenburg.nc.us
704.336.2906
 - Sue Chamberlin, Business & Program Director
chambsk@co.mecklenburg.nc.us 704.336.6632
 - Dennis Izzo, Financial Manager
izzodj@co.mecklenburg.nc.us
704.336.4153
 - Tammy Dixon, GIS Applications & CRM Director
dixonta@co.mecklenburg.nc.us 704.336.6629
 - Todd Wilson – GIS Manager
wilsoct@co.mecklenburg.nc.us
704-353-0229
 - Ron Bruzzese, Senior Microcomputer Analyst
bruzzr@co.mecklenburg.nc.us
704-336-5045
 - Esther Craig, CRM Account Manager
craigep@co.mecklenburg.nc.us
704-432-3001
- INFORMATION SERVICES & TECHNOLOGY**

600 East 4th Street
Charlotte, NC 28202
Phone: 704.336.2003
Fax: 704.336.7219
- Jeffrey Beebe, Technical Services Director
beebejs@co.mecklenburg.nc.us 704.336.3553
 - Evelyn Minter, Project Manager
minteek@co.mecklenburg.nc.us
704.336.2908
 - Gordon Walker, Telecommunications Manager
walkesg@co.mecklenburg.nc.us
704.336.3863
 - Don Todd, Network Manager
toddda@co.mecklenburg.nc.us
704.336.2897
 - Gary Morehouse, Information Technology Manager
morehgk@co.mecklenburg.nc.us
704.336.3767
 - Paul Stahlschmidt, Technical Services Manager
stahlpf@co.mecklenburg.nc.us
704.336.4433
 - Walter Kennedy, Computer Operator/Supervisor
kennewj@co.mecklenburg.nc.us
704.336.2883
 - Craig Davis, Senior Microcomputer Analyst
daviscc@co.mecklenburg.nc.us
704.336.7561
 - Rich Dower, Senior Microcomputer Analyst
dowerra@co.mecklenburg.nc.us
704.432.2346
 - Bill Ardern, Information Security Manager
arderbj@co.mecklenburg.nc.us 704.336.2940

