

Information Services & Technology

**2007
Plan and Report
Building the
Future Today**

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IST 2007 Plan and Report

Building the Future Today

Introduction

I am pleased to present the IST 2007 Plan and Report, which communicates our current year's plans and last year's accomplishments to customers, staff, and management.

I would also like to acknowledge the contributions of the entire IST staff. Their efforts and talents made 2006 a successful year and are vital to our future achievements.

Fiscal Year 2007 Plan

Specific eGovernment Strategies and Initiatives

The three-year eGovernment Strategic Plan was approved in November 2005 and is the basis for IST 2007 plans and initiatives (see ist.charmeck.org). The following describes eGovernment strategies and IST plans and initiatives for 2007.

Strategy: Support mobile workers and customers

Initiatives: Wireless and Remote Computing

- Metro Wireless Strategy – This strategy has been developed to provide for wireless capability by the public at selected government facilities, but otherwise relies on vendors to provide wireless access to the public.
- Public Wireless – The goal is to expand existing public wireless capability by deploying two new park sites, seven library branches, and three new County sites.
- Campus Wireless – The goal is to expand existing campus wireless network.
- Telework – IST will assess telework technology and information needs for workers countywide and propose planned additions to existing telework capability, along with a 2008 funding request, to meet those worker requirements.

- PDAs – IST will begin enterprise rollout of BlackBerry wireless PDAs that were successfully piloted in 2006. Wireless device needs will be evaluated further and related County standards will be developed.

Strategy: Provide a collaborative work environment for knowledge workers

Collaboration and Knowledge Management tools will enable employees to collaborate, communicate, and interact much more effectively with the goal of improved productivity, creativity, and innovation.

Initiatives: Collaboration & Knowledge Management

- SharePoint Portal – Deployment will continue for work groups, project teams, and others who need to share information and collaborate on projects, initiatives, and other subjects of common interest.
- MeckWeb – An improved version is being created using SharePoint Portal software and is scheduled for implementation this fall. The implementation will introduce all departments to the capabilities of SharePoint and is expected to spawn additional usage of the SharePoint software.
- Live Communication Server Pilot – This Microsoft software product will provide additional collaboration tools including instant messaging, presence awareness, desktop videoconferencing, and other capabilities. Presence awareness tracks online availability of employees for instant messaging and other communications and is a powerful collaboration tool.
- Unified Messaging – The unified messaging technology provides delivery of voice mail via electronic mail and vice versa, increasing the utility and versatility of both voice and electronic mail. Implementation of this technology is planned once a new voice mail system is deployed.
- Videoconferencing – A limited deployment of a standards-based videoconferencing solution between County sites as well as selected external business partners and customers is planned.
- Institutional Knowledge Study – The Effective and Efficient Government (EEG) Focus Area Leadership Team (FALT) is considering an assessment of institutional knowledge needs and gaps of different groups of County workers. The impetus is to assure knowledge transfer of workers nearing retirement. IST will participate in the assessment and also identify technology that can facilitate the knowledge transfer where applicable.

Strategy: Provide a reliable, flexible, functional, secure, and efficient information technology

Initiatives: Network & Communications Plan

This comprehensive plan was developed in 2006 to address infrastructure and voice and data services in response to needs identified by the eGovernment Strategic Plan. Major deliverables from the Plan include:

- New Voicemail System – The present voicemail system, which is shared with the City of Charlotte, must be replaced by August 2007. The new system will provide additional capabilities, including improved user friendliness and integration with the email system. This will be a joint effort with the City.
- Voice over Internet Protocol (VoIP) Evaluation – The next generation telephone network is a common, shared network with data and other network traffic, commonly

referred to as VOIP. A lab-based evaluation is planned in 2007 to determine the capabilities, infrastructure requirements, and benefits. The first likely pilot is expected to be IST at Freedom Mall.

- Updated Call Center Telephone Technology – The current call center system is nearly 10 years old. Systems being evaluated for a 2007 replacement offer greatly improved capability and management efficiency.
- New Network Infrastructure – IST will complete replacing the County's network topology with a meshed network topology that provides much greater redundancy and reliability of service. Additional improvements include enhanced networking monitoring capability and replacement of outdated communications links, including 22 DSS links.
- New Network Data Center Plans – The existing CMGC data center will be replaced by a modern data center equipped with adequate space, robust environmental capabilities (electrical, HVAC), and disaster recovery features providing uninterrupted computing services for its operations and customers. IST is working with Real Estate Services to identify a suitable location and provide the necessary capital funding in 2008.

Initiatives: Architecture Upgrades and Addition

- Update Technical and Applications Architectures – The technical and applications architectures will be updated to reflect eGovernment strategies and newer technologies. In information technology terms, architecture is defined as a framework for technology solutions that encompasses guiding principles, strategies, standards, and specific products and is foundational for the deployment and management of technology and systems.
- Develop an Information Architecture – Information Architecture has emerged as a distinct architecture that provides a framework for describing an enterprise's information assets and their relationship to business processes and applications. This need has resulted from the tremendous growth of structured (databases) and unstructured (documents, email, etc.) data. The Information Architecture will provide the framework for effective management as well as easy and timely access of information assets.

Initiatives: Security and Disaster Recovery

- Security – Enhance monitoring and reporting capability for email, Internet, and other communications.
- Disaster Recovery/Business Continuity – Develop a comprehensive strategy for providing disaster recovery and business continuity for county information technology assets, leveraging current plans and documents.

Strategy: Deliver information technology services in a cost efficient manner

Initiatives: Outsource Mainframe Computer Services to the State

- The migration of applications from the mainframe to other technology platforms has forced the need to find a more cost efficient means of providing mainframe computing services for the few remaining applications. The County and City of Charlotte are both in process of converting to the State Data Center in Raleigh. This project includes converting numerous small applications and functions off of the mainframe, creating a mainframe environment at the State, testing, and converting to the State Data Center.

Strategy: Improve usability and integration of data**Initiatives: Data Integration**

- Imaging Study – An imaging study is planned to determine enterprise needs for imaging and document management solutions. It is expected the outcome will be a plan and 2008 funding request for an enterprise solution.
- Information Architecture – See Architecture Upgrades and Additions.

Projects

The following lists major and/or notable application and technical services projects with the associated costs and planned implementation date, where applicable. There are currently 39 active and 39 planned or requested projects on the IST 2007 Project List (Appendix 2).

Applications:

- Integrated Social Services Information – Child Welfare (ISSI-CW), \$2,690,000; May 2007
- Integration Tax Applications Suite – \$4,669,500; March 2007
- LUESA Environmental Data Management System (EDMS) – \$1,429,000; October 2006
- myHR Upgrade – \$228,000; July 2006
- BizTax – \$622,000; November 2006
- Appraisal Process Improvements – Phase 1, \$2,032,000; December 2007
- Fleet System Replacement – \$261,000; May 2007
- LUESA Self Facilitation – \$206,000; January 2007
- eJuror System Replacement – \$246,000; December 2006
- ePerformance – \$144,000; December 2006
- ePayment and Merchant Services - TBD

Infrastructure

- Server/Storage Consolidation – \$471,000; TBD –
Year two of this three year project will eliminate 22 physical servers by converting them into virtual servers.
- Internal Service Requests – \$1,055,000; TBD –
These approved budget requests included a large variety of hardware, software, network, and other items for nine separate departments. The magnitude and complexity of these requests required that the procurement and implementation of all of this technology be managed as a project.
- New Courthouse Technology – \$990,000
- New Data Backup Solution – \$101,000
- PC Replacements – \$428,000
- Enterprise Router Upgrade – \$60,000
- Network Management Diagnostic Tools – \$91,000
- Remote Network Connectivity for DSS – \$71,000

Service and Organization Changes

- Complete IT Consolidation with consolidation of DSS Help Desk and Desktop Services effective July 1, 2006.
- Implement new Project Management Office in July, a new organizational structure to manage all IST projects and all facets of projects, ranging from standards, methods, planning, reporting, staff allocation, and project management.
- Assume administration of the IKON enterprise print and copying contract from General Services.
- Provide Customer Relationship Management service for PS&I Web Services and GIS.
- Provide new business process design services (based on Six Sigma), a natural extension of IST services, to assist customers in redesigning their business processes *before* automating those processes.

Facilities

The next two years will result in the most dramatic facility changes in IST's history as the following changes will occur:

- IST Staff Relocation to Freedom Mall , Phases 1 and 2 – IST plans to deploy the latest technologies to the Freedom Mall site, including wireless access and Voice over Internet Protocol telephony, providing a state of the art office environment.
 - Phase 1 includes all Project Management Office and Applications/Data staff and is scheduled for November 2007.
 - Phase 2 includes the remaining IST staff except for those housed at customer sites. It was recently approved by the Board and is expected to occur roughly a year later than Phase 1.
- Identify and Plan for a New Network Data Center – See Network & Communications Plan for details.
- Outsource Mainframe Data Center to the State in Raleigh – This will eliminate the present mainframe data center and network housed at CMGC.

Fiscal Year 2006 Accomplishments

Plans and Strategies

eGovernment Strategic Plan

IST and eGovernment developed a comprehensive eGovernment Strategic Plan that was approved in November 2005 (see ist.charmeck.org). The plan was very well received by the departments and management, as many were very complimentary of the plan's clarity and focus on key business strategies. The plan covers a three-year horizon and is based upon the business needs identified by all County departments and the Focus Area Leadership Teams. The plan culminated with eight specific eGovernment strategies, each of which directly supports defined County Corporate and Community Scorecard

strategies. The plan underlies technology funding requests by IST and other departments for FY 2007 and provides a sound roadmap for future years.

The eight eGovernment Strategies:

- Support mobile workers and customers
- Provide a collaborative work environment for knowledge workers
- Expand customer and employee self-service
- Improve usability and integration of data
- Provide a reliable, flexible, functional, secure, and efficient IT infrastructure
- Improve service delivery to customers with limited English proficiency
- Expand enterprise support of electronic systems
- Deliver information technology services in a cost efficient manner

Network and Communications Strategic Plan

This plan was developed in response to the eGovernment Strategic Plan and addresses infrastructure improvements, network operations center relocation, next generation voice services, call center upgrades, mobility, wireless communications, PDAs, collaboration, and videoconferencing. IST began to implement this multi-year plan in 2006; implementation will continue in 2007 and beyond.

Key 2006 accomplishments were:

- Replaced point to point network topology with a meshed network that provides much greater reliability and performance.
- Eliminated the outdated network protocol IPX, which eliminates highly inefficient network traffic.
- Wireless:
 - Implemented 30 access points covering more than 60 work and meeting areas in 14 County buildings for staff access to the County's internal network.
 - Deployed public wireless Internet access at the Hal Marshall Center, Freedom Park, and four libraries.
- Implemented pilot of BlackBerry PDA service.

Service and Structural Improvements

IT Consolidation

The IT Consolidation was completed in late FY 2005. However, in order to achieve the full benefits of consolidation, consolidation of hardware and software plus redesigned work processes were required. IST has made many changes to its operating environment to improve service quality and efficiency. The result is a streamlined operating environment that has deployed many best practices and modern technologies. The following are notable changes made in 2006:

Server and Storage Consolidation – IST completed the first year of a three year program to consolidate 115 servers into 10 physical servers. This required implementation of two major technical products:

- VMWARE, a virtual server technology that allows many servers to be combined into one physical server

- Storage Area Network (SAN) to house massive amounts of data and objects. The SAN has a capacity of 15 terabytes (trillion) and is expandable.

Due to the consolidation of data centers and data growth, the amount of storage used quadrupled in 2006. We could not have accommodated that increase without the SAN. The server consolidation project exceeded its 2006 goal of eliminating 33 servers, as 49 servers were eliminated.

Desktop Services – IST developed standardized software images for all PCs that include the required software and configuration for every department. Work processes were redesigned to quickly load and re-load these images, resulting in more efficient and more rapid deployment of PCs. Standard software images also result in far fewer service problems as the images are proven through multiple deployments. As an example, a PC can be loaded in one hour versus four hours with the standard installation. In addition, we use an automated process for volume PC installations. One person can load 10 PCs at a time in 25% of the time one PC can be loaded manually, resulting in vastly greater productivity.

Help Desk – Three help desks were consolidated in 2005. IST was challenged to train its entire staff in all of the products and systems supported by the new Help Desk. This required a number of changes including the creation of a Core Process Team of three responsible for technology deployment and support of the Help Desk, staff training, and creation of a knowledge database. The objective of the knowledge database is to provide information that enables Help Desk staff to resolve a high percentage of calls on the phone. First call resolution provides the highest level of service and is also the lowest cost solution to problems. The Help Desk exceeded its first call resolution goal of 70% for 2006.

IST's Help Desk worked collaboratively with the DSS Help Desk during 2006 to reengineer the Help Desk work processes. Now both teams use the same work processes and procedures. This will greatly facilitate the consolidation of the DSS Help Desk into IST which officially occurred July 1 and completes the consolidation of staff.

Asset and Procurement Management (APM) – IST consolidated IT procurement for the entire County. Centralized procurement assures compliance with standards; maximizes buying power and provides a more efficient model for procurement, delivery, and deployment of technology. Prior to IT consolidation, IT asset tracking and management was very loose in many agencies, resulting in poor inventory records, inconsistent documentation for software licenses, and other problems. Procedures have been put in place to ensure the inventory database is maintained and that all purchased items are entered into the inventory database. APM can now supply much better information to customers regarding hardware and software inventory.

Applications – The Applications/Data Division acquired four new customers from the IT Consolidation: AMH, BOE, Park & Recreation, and Health.

- AMH had major crises with their two primary applications that necessitated reassigning four other Applications staff full-time and several part-time to address these major issues. Over a period of several months, IST stabilized the AMH applications so the applications provided reliable information, including billing and reporting information required by the State.
- IST assumed responsibility for BOE at a very busy time when that agency was converting to the State Election Information System. This became a major effort for IST to assist in planning and completing the conversion. In addition, IST rewrote the

BOE web site to improve its usability and navigation as well as to integrate with the State system.

The Applications workload increased substantially — more than expected from the IT Consolidation. However, all of these agencies are receiving a higher level of service after the consolidation with minimal impact to existing customer service levels.

Customer Relationship Management (CRM)

Rollout of CRM was completed in 2006. CRM is the primary IST customer interface and has been a key factor in IST's dramatically improved customer service. CRM also facilitates IST continuous improvement, innovation, and employee satisfaction efforts. CRM established a Continuous Improvement Team focused on root cause analysis and solutions to service problems. They also established an employee based Creativity and Innovation Team designed to elicit innovative ideas from staff.

Projects

Implemented Several Large Projects:

- AMS 3.0 (\$2.2M) – IST replaced the legacy mainframe financial system with a modern web based application with improved functionality and information.
- BRASS (\$1.2M) – IST implemented a web-based budget system to support M4R including service level budgeting.
- StrataGen (\$450K) – IST replaced the current DSS transportation system with a new system that improves service, increases productivity, and reduces costs.
- Privilege License System (\$373K) – Privilege License System (PLSYS) is a rewrite of the Business License System (BIZL). The goals were to replace an outdated system with modern technology that provides improved integration, greater reliability, and performance. The system adds several new capabilities, including a web interface for granting approvals; the web interface also allows other departments to access the privilege license data.
- Outlook Email Conversion – 5,000 email users were converted to the Microsoft Outlook email system between January and June. This was a massive effort that required extensive planning, training, and coordination with all departments. This project is an excellent example of the new project management discipline IST has put into operation. The project team included CRM and champions from every department who were actively engaged throughout the project. A communications plan was developed for the project that was very effective in keeping everyone informed about plans and issues. Departments were converted to Outlook in phases; IST consistently met or exceeded schedule and quality measures. Departments were very complimentary of the conversion and the customer service they received.

Large Multi-year Projects Still in Process:

- Tax Suite (\$4.6M) – The County is replacing several legacy tax systems with an integrated system to increase functionality, information, and employee efficiency. Replacement systems are Billing & Collections, Business & Personal Property, and Vehicle Tax Assessing. The County also has an option to replace its Computer Assisted Mass Appraisal (CAMA) System.
- ISSI Child Welfare (\$2.7M) – This initiative extends DSS's Integrated Social Services Information system to its YFS division. This project is being done in partnership with Buncombe County.

- LUESA Environmental Database (\$1.5M) – The City and County are replacing the outdated EPIC system to improve reliability, stability, and functionality. This project is being done in partnership with the City of Charlotte Storm Water.
- BizTax (\$622K) – IST is extending the new Privilege License System (implemented in FY 2005) to replace the legacy Room Occupancy & Prepared Food and Beverage System, resulting in improved functionality and reduced support costs. This project is being funded by the City of Charlotte.
- myHR (PeopleSoft) Upgrade (\$220K) – Implemented July 2006. A major upgrade to the myHR software provided a greatly improved recruitment module, which was the weakest part of the current system. It also allowed numerous other myHR service enhancements, including secure remote access of myHR confidential data.
- SharePoint Rollout (\$146K) – IST and PS&I are continuing to expand the pilot to provide collaboration software to all departments.
- Outsourcing Mainframe Computer – The few remaining mainframe applications (Magistrate, Warrant Repository, Arrest Processing, and Pre Trial) are being outsourced to the State Computer Center in Raleigh. Running these applications on the State mainframe is much more cost effective than renewing the lease on the County mainframe. The County will require the use of a mainframe until at least October 2008. At that time, the AOC plans to replace our Magistrate and Warrant systems, which is a likely timeframe for replacement of our remaining CJIS applications. Several applications are converting from the mainframe to servers:
 - Arrest Web Inquiry
 - Offender Management System
 - Web Inquiry
 - Warrant Web Inquiry
 - Officer Court Date System
 - PTR IVR System
 - Sheriff's Paper System

Implemented numerous medium-size applications projects:

- BOE Web Site (\$109K) – IST rewrote the current BOE web site to update the design, make it more user friendly, and add additional functionality to user reporting. The effort also added MyCandidate and MyElectedOfficial functions that display a voter's elected officials and ballot candidates based on address.
- BOE Elections Data Management (\$56K) – The Election Data Management (EDM) is an Intranet application for BOE that
 - Allows data entry and information management
 - Accommodates various reporting through a report manager for voter, candidate, and election information
 - Provides information extraction capabilities in order to send data to other County systems for processing
- EPIC Air Quality System (\$134K) – This system received various enhancements.
- Code Enforcement Journeyman System (\$164K) – This system was re-written and moved off of the mainframe.
- Participant Tracking Database (\$97K) – This system was provided to the Health Department, allowing patient tracking for field health screenings.

- Master Address Table (\$218K) – IST converted the Master Address Table from the mainframe to a Microsoft SQL Server database in preparation for mainframe outsourcing.
- Business Objects Upgrade to 6.5.1 (\$96K) – IST upgraded the Business Objects enterprise reporting and analytics software to the current release.

IST also implemented many smaller projects for DSS, BOE, BOCC, LUESA, Office of the Tax Collector, Sheriff’s Office, HR, Finance, Park & Recreation, Veterans Services, and AMH.

IST and the Sheriff’s Office recommended terminating the \$9.8M CJIS contract with PEC in December 2005. The project was more than 18 months late and there was no confidence in PEC’s ability to deliver or support a viable application. As regrettable as that decision was, termination was clearly the correct decision.

Other Infrastructure and Service Improvements

- Replaced junk mail (Spam) filtering system.
- Implemented new web security system that filters Internet traffic for spyware and viruses, eliminating a major vulnerability. The system also monitors instant messaging traffic and provides improved usage monitoring.
- Eliminated use of Novell technology.
- Expanded capacity for teleworking.

Performance and Administration

IST BSC

IST’s 2006 Balanced Scorecard results were:

red	yellow	green	n/a	Perspective
		2		Customer/Stakeholder
1		3		Internal Business Process
		2		Financial
	2	3	1	Employee & Organizational Capacity
1	2	10	1	Total

In general FY 06 results were slightly lower than their FY 05 counterparts, and in a few cases this difference, plus more aggressive targets, was enough to lower the green/yellow/red outcome.

For each of FY 04, FY 05, and FY 06, the only non-green outcomes are from the Employee Climate Survey, with the lowest score being “accessibility to information to do my job.” IST has had concerted efforts the past two years to address employee issues emanating from the Employee Climate Survey. Despite those efforts, the FY 06 results declined. However, we believe the IT consolidation, including assimilating staff and cultures from five departments into the new organization, plus the classification/compensation study and outsourcing of the mainframe data center were all significant factors. IST management has engaged HR to assist in assessing the root cause issues and identifying solutions. IST management is fully committed to correcting these problems in FY 07. It is interesting that despite employee dissatisfaction reported via the Employee Climate Survey, IST scored exemplary in both its two-year retention and two-plus year resignation rates.

In contrast to outcomes from the Employee Climate Survey, IST continues to report strong results in customer satisfaction, process delivery/efficiency, and financial management.

Another positive outcome was the Corporate Scorecard results for four technology questions, which averaged **85%** satisfaction for all county employees, exceeding the objective and slightly higher than last year. IST is responsible for these corporate results, and they are a good indicator that the IT Consolidation has been successful.

Customer Satisfaction

The 2nd annual customer satisfaction survey was sent to 1,100 customers this spring and 250 took the survey. The average satisfaction for a set of 10 questions was 95%, nearly 5% higher than last year. IST management is very pleased with those results as achieving high customer satisfaction is a major goal. Our success is attributable to several factors: a constant emphasis of customer service, continued investment in customer service training and process improvement, the success of the Customer Relationship Management Team as our primary customer contact, and redesigning the organization to have specific primary customer facing roles to assure effective customer interaction.

Reduced/Avoided costs

IT Consolidated Savings - The following compares the FY 2005 and FY 2007 budgets for the IT Resource Management and eGovernment services, including all departments except the Library and the Technology Fund:

Program	FY 2005		FY 2007		Reduction	
	FTE	Total\$	FTE	Total\$	FTE	Total\$
eGovernment	83	8,256,658	75	8,051,772	(8)	(204,886)
IT Resource Mgmt	115	15,640,44	105	14,688,412	(10)	(952,029)
Total	189	23,897,099	180	22,423,388	(18)	(1,156,915)

This represents a 9% staff reduction and 4.8% reduction in operating expenses. If the staff salary and benefit increases for the past two years were backed out, the operating expense reduction from 2005 would have been much higher. Furthermore, the current organization is providing more services as well as a higher level of service, and is supporting many more products and applications than it was two years ago. The consolidated IT organization is providing better service, the primary objective of the consolidation, and is also operating more efficiently.

Additional Reduced/Avoided Costs

- Completed replacement of Novell technology with Microsoft, eliminating \$289,000 annual software cost, which was redirected to the Microsoft Enterprise Agreement.
- IST teamed with General Services to outsource disposal of surplus equipment from Torrence Lytle facility to CompuTel that resulted in savings of at least \$39,000 annually. In addition, the vendor will destroy all PC hard drives, ensuring confidentiality of data. It will also dispose of equipment in an environmentally safe manner. The County will share in the proceeds of any equipment that is resold.
- Implemented new metro backbone meshed network with cost savings of \$43,000, while increasing network speed 250 to 500% with greater reliability.

Awards and Recognition

NACo Achievement Award for Tax Privilege License System

EPA - Energy Star Award for configuring 3,000+ desktop operating systems to automatically put monitors in hibernation mode upon 30 minutes of inactivity. This results in saving the county dollars on electricity and prevents the release of carbon dioxide emissions from power plants to the atmosphere.

TechConnect – “Outstanding Community Service Award” for active participation in using high school interns in IST.

Appendix 1: eGovernment Strategies and Enabling Initiatives

This section recaps the eGovernment Strategies and their related activities, updated to reflect the IST 2007 Plan initiatives. This list may not be fully comprehensive, and the lead department, start date, and funding impact are straw men, contingent upon further planning and prioritization of business needs.

eGov Strategy — Initiative	Lead	Start	Funding Needed
Support mobile workers and customers in accessing information and conducting business without traveling to County Facilities.			
<ul style="list-style-type: none"> • Provide secure wireless networks at County facilities to allow online transactions to be performed remotely • Update County standards for mobile devices (PDAs) to facilitate their use • Improve access to internal systems and information for remote users • Provide additional web-based applications 	IST	Complete	Yes
	IST	Complete	No
	IST	Ongoing	Yes
	eGov & IST	Ongoing	Yes
	IST	Done	No
<ul style="list-style-type: none"> • Establish a Metro Wireless Strategy • Enterprise deployment of BlackBerry PDAs 	IST	Ongoing	No
<ul style="list-style-type: none"> • Assess telework technology and information needs 	IST	Active	No
Provide a collaborative work environment for knowledge workers to enable their productivity, creativity, and innovation.			
<ul style="list-style-type: none"> • Improve organization of CharMeck.org and MeckWeb 	PS&I	Active	Yes
<ul style="list-style-type: none"> • Continue rollout of MS SharePoint to targeted populations 	eGov & IST	FY 07	No
<ul style="list-style-type: none"> • Identify and provide additional collaboration, innovation, and productivity tools 	IST	FY 08	Yes
<ul style="list-style-type: none"> • Develop a strategy to capture institutional knowledge 	TBD	FY 07	Unknown

eGov Strategy — Initiative	Lead	Start	Funding Needed
<ul style="list-style-type: none"> Leverage technology-based training Provide unified messaging solution Initial deployment of videoconferencing 	HR IST IST	FY 07 FY 07 FY 07	Yes No No
Expand self-service capabilities as aggressively as practical to enable anytime, anywhere access to information and services. Reengineer related work processes whenever new automation is introduced.			
<ul style="list-style-type: none"> Improve organization of CharMeck.org and MeckWeb Implement an ePayment portal for the numerous and varied County payment needs Identify specific additional services to offer online Create additional content or applications Evaluate deployment of kiosks or touch screens applications for use by public Develop skills to do business process reengineering Streamline internal work processes Develop strategies for extended hour services 	PS&I Manager’s Office eGov & Depts. PS&I or IST eGov & IST eGov, IST, & Depts. Depts. & SOI IST	Active FY 07 FY 06 Ongoing TBD Active FY 07 FY 07	Yes Yes No Yes Unknown Yes No Unknown
Improve usability and integration of data to provide easy and timely access to information by staff and customers and to reduce/eliminate information silos.			
<ul style="list-style-type: none"> Improve organization of CharMeck.org and MeckWeb Keep published information current Promote awareness and sharing of County datasets Promote consistent user interface across all web applications and favor vendors that can comply Extend data warehousing to those with a demonstrated need Expand integration of GIS and non-GIS data and applications Develop an enterprise imaging strategy and standards Develop initiatives for specific data needs 	PS&I PS&I eGov & IST IST eGov & GIS GIS IST & eGov eGov	Active Active FY 07 Ongoing FY08 FY 07 Active FY 06	Yes Yes Unknown No Yes Yes No No

eGov Strategy — Initiative	Lead	Start	Funding Needed
<ul style="list-style-type: none"> • Expand information access by additional devices (PDAs, cellular, etc.) • Expand use of integration tools such as XML • Complete the ICJIS project to share case and court data across multiple agencies • Complete the Medical Online Surveillance Tool (MOST) project to integrate data from numerous medical sources • Complete the Advantage system upgrade to replace the legacy mainframe system with a web application • Complete the Environmental Database project to replace legacy technologies and improve functionality • Complete the ISSI Child Welfare project to extend DSS's integrated system to its YFS division • Complete the DSS Transportation project to improve departmental efficiency • Complete the project to replace the Budget system to provide a web interface and support service level budgeting • Complete replacement of the Tax suite of systems to replace legacy technologies and integrate data and functions • Integrate existing ROPF system with PLSys (new Privilege License System) • Complete the Special Inspections project to provide web access to special experts working with Code Enforcement • Undertake the Self Facilitation project to extend current contractor-only web permit application capability to homeowner projects 	<p>IST</p> <p>IST</p> <p>IST & MCSO Health</p> <p>IST & Finance</p> <p>IST & LUESA</p> <p>IST & DSS</p> <p>IST & DSS</p> <p>IST & Budget</p> <p>IST, PALRM & OTC</p> <p>IST & OTC</p> <p>LUESA</p> <p>LUESA & IST</p>	<p>Active</p> <p>Active</p> <p>Canceled</p> <p>Done</p> <p>Done</p> <p>Active</p> <p>Active</p> <p>Done</p> <p>Done</p> <p>Active</p> <p>Active</p> <p>Done</p> <p>Active</p>	<p>Unknown</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p>
<p>Provide a reliable, flexible, functional, secure, and efficient IT infrastructure to enable the County to conduct its business operations efficiently and deliver services effectively.</p>			
<ul style="list-style-type: none"> • Continue technology consolidation: <ul style="list-style-type: none"> ○ Complete Outlook implementation and integration of Microsoft products ○ Continue 3-year server consolidation ○ Continue reengineering of IT work processes to industry standards 	<p>IST</p>	<p>Active</p> <p>Done</p> <p>Active</p> <p>Active</p>	<p>Yes</p>

eGov Strategy — Initiative	Lead	Start	Funding Needed
<ul style="list-style-type: none"> • Continue expansion of disaster recovery capability • Develop a comprehensive network plan • Offer video conferencing • Offer streaming video • Improve telephony utilization including call centers • Implement unified messaging (converged voicemail and email) • Undertake the Web Security project, to prevent inappropriate web accesses and reduce exposures to malicious software • Replace obsolete PCs and printers • Complete the rewrite of the Journeyman system to replace legacy database technologies 	IST IST IST IST & Depts. IST IST IST & Library IST & LUESA	Active Done Inactive Complete FY 07 Active Active Ongoing Done	Yes No Yes Yes Yes Unknown No No No
Improve service delivery to customer with limited English proficiency.			
<ul style="list-style-type: none"> • Develop policy for multi-lingual service delivery • Develop supporting technology strategies including voice recognition/translation 	Manager's Office IST	Active FY 07	No Yes
Expand enterprise support of non-traditional information technology (ex: automated video security, electronic facility access).			
<ul style="list-style-type: none"> • Develop strategies for supporting “non-traditional” information technologies • Align funding and other resources to support the new business delivery strategies 	IST & Depts. EEG	FY 06 FY 06	No Unknown
Deliver information technology services in a cost efficient manner consistent with required service quality			
<ul style="list-style-type: none"> • Establish sustained information technology funding commitment to meet department needs • Establish effective CBA methodology for justification and prioritization of information technology investments 	EEG SOI	Ongoing Active	1% of total budget No

eGov Strategy — Initiative	Lead	Start	Funding Needed
• Manage information technology service delivery using meaningful performance measures	IST	Active	No
• Use selective sourcing of information technology services to maximize long term effectiveness and efficiency	IST	Ongoing	No
• Upgrade the PeopleSoft HR system, to maintain vendor support and lower overall costs	IST	Done	No

Appendix 2: Current and Future Projects

This section lists all current and future projects for FY 2006 and 2007.

Current Projects				
Primary sponsor	Project	Total Cost	Start Date	End Date
AMH	BCMS RFI & RFP	\$ 51,840	Aug-06	May-07
AMH	Claims Solution	\$ 394,762	Aug-06	Aug-07
AMH	eCura RFI & RFP	\$ 51,840	Aug-06	May-07
AMH	Reports Re-write	\$ 51,000	Jun-06	Dec-06
BOE	Election Night Reporting	\$ 46,683	Jul-06	Oct-06
BOE	Web Site - Event Control Ability	\$ 32,400	Nov-06	Mar-07
DSS	ISSI Change Report	\$ 40,647	May-06	TBD
DSS	ISSI CW expansion (3 year project)	\$ 2,690,200	May-04	May-07
DSS	Transportation - Case Management	\$ 97,705	Mar-05	Jan-07
DSS	Transweb Rewrite	\$ 238,080	Apr-06	Jan-07
DW - LUESA	Building Permit Report	\$ 25,268	Apr-06	Sept-06
Finance	Symcor Lockbox	\$ 5,600	Jul-06	Sept-06
Genl Svcs	Replace Fleet System	\$ 261,824	Jul-06	May-07
HR	ePerformance	\$ 143,913	Sep-06	Dec-06
HR	PeopleSoft Upgrade	\$ 228,240	Jan-06	Jul-06
Internal Audit	Replicon	\$ 1,308	Jan-06	Sep-06
IST	Cleanup Active Directory/ Email Directory	TBD	Aug-06	TBD
IST	Courthouse Infrastructure	\$ 90,000	Jun-06	TBD
IST	Imaging Study	\$ 75,000	Aug-06	Jan-06

Current Projects				
Primary sponsor	Project	Total Cost	Start Date	End Date
IST	Mainframe Relocation Project	TBD	Mar-06	Jan-07
IST	MF Systems & Data Migration	\$ 90,000	Jul-06	Sep-06
IST	Migrate Public Address Space (Convert IP Addresses)	TBD	Aug-06	TBD
LUESA	Appraisal Process Improvement	\$ 834,565	Jul-06	Dec-07
LUESA	County Fire Marshal Permits	\$ 44,010	Jan-06	Oct-06
LUESA	EDMS – EPIC Replacement	\$ 1,429,641	Jul-04	Oct-06
LUESA	FINS Upgrade	\$ 58,911	Aug-05	Oct-06
LUESA	Inspection by Appointment	\$ 18,000	Apr-06	Jan-07
LUESA	No Review Permits	\$ 20,400	Mar-06	Sep-06
LUESA	Notice of Violation	\$ 24,000	Feb-06	Sep-06
LUESA	Ordinance Changes	\$ 141,000	Nov-05	Aug-06
LUESA	Posse Upgrade	\$ 62,200	Sep-06	Jan-07
LUESA	Self Facilitation Phase 1	\$ 200,000	Aug-5	Jan-07
LUESA	Tablet PC Implementation	\$ 25,760	Mar-06	Sept-06
LUESA	Water Data Quality Repository	\$ 54,000	May-6	Oct-06
MCSO	CJIS Planning Project	\$ 110,000	Mar-06	Oct-06
OTC	BizTax System Expansion	\$ 622,200	Mar-05	Nov-06
OTC/LUESA	Tax System Replacement (3 year project)	\$ 4,669,500	Nov-03	Mar-07
PS&I	MeckWeb Replacement	\$ 135,733	Nov-05	Sep-06
Trial Court	eJuror System Replacement	\$ 246,561	Feb-05	Dec-06

Future Projects				
Primary sponsor	Project	Total Cost	Start Date	End Date
BOE	BOE (Voter Absentee Ballot Application)	TBD	TBD	TBD
BOE	Electronic Poll Book	TBD	TBD	TBD
BOE	Infrastructure for Electronic Poll Book	TBD	TBD	TBD
BOE	Work Process Dashboard Tool	TBD	TBD	TBD
DSS	Bulk Letters and Forms for ESD/MED	TBD	TBD	TBD
DSS	Front Desk Rewrite	TBD	TBD	TBD
DSS	ISSI Audit Packets	TBD	TBD	TBD
DSS	Just 1 Call Enhancements	TBD	TBD	TBD
DSS	MIT Enhancements	TBD	TBD	TBD
Finance	Budget Structure	TBD	TBD	TBD

Primary sponsor	Future Projects			
	Project	Total Cost	Start Date	End Date
Finance	Pattern Stream Budget Reporting	TBD	TBD	TBD
Health Dept.	Participant Tracking Web Phase II	TBD	TBD	TBD
Health Dept.	STD System	TBD	TBD	TBD
HR	e-Prism	TBD	TBD	TBD
IST	AMS Move to SAN	TBD	TBD	TBD
IST	BlackBerry Deployment	TBD	TBD	TBD
IST	Data Center Consolidation	\$ 2,183,403	TBD	TBD
IST	DSS Remote Connectivity	\$ 71,000	Jan-07	May-07
IST	Enterprise Router Upgrade for 2600/2800 Series	\$ 60,000.00	Sep-06	Jul-07
IST	Live Communication Server	TBD	TBD	TBD
IST	Magic 9	TBD	Aug-06	Oct-06
IST	Multi-Function Machines – Scanning	TBD	Aug-06	Oct-06
IST	Network Management	\$ 91,000	Jun-06	Jul-07
IST	PC Replacement FY 07	\$ 471,277	TBD	TBD
IST	POSSE Move to SAN	TBD	TBD	TBD
IST	Server Consolidation (Year 2)	\$ 675,432	TBD	TBD
IST	System Backup	\$ 101,224	Jul-06	TBD
IST	Voicemail Replacement	TBD	TBD	TBD
IST	Wireless Networks	\$ 45,000	Jul-06	Jun-07
LUESA	Data Warehouse Enhancements	TBD	TBD	TBD
LUESA	Modify Building Permit for Static Field of “Actual Fee Charged”	TBD	TBD	TBD
LUESA	Self Facilitation Phase 2	\$ 206,000	Mar-07	Feb-08
LUESA	Self Facilitation Phase 3	\$ 255,400	Mar-08	Jul-08
LUESA	Solid Waste Application	TBD	TBD	TBD
MCSO	BOCC application enhancements	TBD	TBD	TBD
MCSO	Sheriff Paper System Web Inquiry	\$ 20,000	Oct-06	Nov-06
Real Estate Svcs	Arcobus (Real Estate Services)	TBD	TBD	TBD
Veterans	MeckVet	\$ 12,738	Dec-06	Jun-07
Veterans Services	Veterans Services - Award Letter (new request)	TBD	TBD	TBD