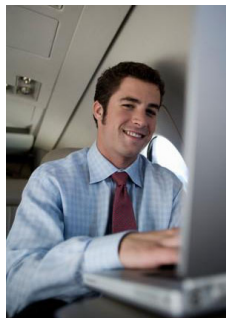


- › CUSTOMER SERVICE
- › INNOVATION
- › EMPLOYEE SATISFACTION



MECKLENBURG COUNTY INFORMATION SERVICES & TECHNOLOGY 2007 REPORT AND 2008 PLAN



2007 Report and 2008 Plan

I. Fiscal Year 2008 Plan

A. eGovernment Strategies and Initiatives

The 2005 eGovernment Strategic Plan was developed in 2005. IST has implemented many initiatives the past two year related to strategies in the Strategic Plan. The initial plan was intended to be a three-year plan and is currently being refreshed to reflect any changes or new requirements. Interviews are being conducted with all departments and the refreshed plan is scheduled to be finalized in October. Initiatives for 2008 include the following:



Strategy: Support mobile workers and customers

Enables workers and customers to do their job and conduct business with the County without coming to County offices.

Initiatives: Telework

- Expand infrastructure to enable 200 additional remote and teleworkers at DSS, primarily in Child Welfare.

Strategy: Provide a collaborative work environment for knowledge workers

Provide tools that enable worker productivity, creativity, and innovation.

Initiatives:

Collaboration & Knowledge Management

- Implement unified messaging with new voicemail system, allowing users to access voicemail via their email and access email through the new voice mail system.
- Continued expansion of SharePoint portal software for teams, work groups, projects and others with need to collaborate and share information.
- Expand capacity of Live Communications Server from 250 user pilot in 2007 to 1,000 in 2008. Product provides collaboration tools such as instant messaging, presence awareness, and desktop video conferencing, promoting greater collaboration of teams and workgroups.

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

Initiatives:

Network & Communications Plan

- Implement new voicemail system that will provide improved functionality and user friendliness, including unified messaging.
- Replace outdated call center telephony with a modern system with enhanced capabilities needed by the seven departments that use this system.
- Develop plan to implement Voice over IP, the next generation telephony and data network, at Freedom Center.

Architecture

- Complete the Enterprise Architecture for the County that was started in 2007. The document will include updates to several existing architectures as well as the addition of several more. These include 1) application, 2) information, 3) security, 4) network, 5) platform and 6) mobility architectures.

Business Continuity Planning and Disaster Recovery

- Establish a disaster recovery site, develop disaster recovery plans, and test the highest priority applications to assure that these applications can continue to operate if an extended disruption occurred.

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Strategy: Deliver information technology services in a cost efficient manner

Initiatives:

Server Consolidation

- IST will acquire a replacement Storage Area Network to accommodate dramatic growth of storage. Will continue consolidation of physical servers into the virtual server environment.
- A new product, Email Xtender, will automatically archive all County e-mail, eliminating the need for staff to archive to their PCs. This system will also assure the retention of e-mail for compliance with legal requirements.



Strategy: Improve usability and integration of data, Provide easy and timely access to information by staff and customers.

Initiatives:

Enterprise Document Management/Imaging

- Procure and implement an enterprise document management/imaging solution to replace seven existing imaging systems and accommodate new users.

B. Projects

The following list other notable application and infrastructure projects not already mentioned. For a complete list of projects, please see Page 9.

Applications:

- Pretrial Case Management System (\$444,738) – provide a modern system and kiosks to replace an outdated mainframe system.
- Veterans Outreach (\$141,000) – provide a web-based system to register veterans, process claims and deliver services to veterans.
- BOE Election Reporting Phase 2
- Code Enforcement Self Facilitation Phase 3 (\$255,000) –Enable developers and contractors to request and print building permits online.
- Budget Document Automation – automated creation and publishing of budget document and related documents.
- Integrated Social Services Information, Child Welfare (\$2,690,000) – implement a new system that fully automates Child Welfare processes and also provides full integration with other major DSS programs.
- Integrated Tax (\$4,669,500) – implement an integrated suite of applications including tax billing and collections, motor vehicle, individual and business personal property systems.
- eJuror – provide a replacement system with improved capability and modern technology.
- Tax Appraisal Process Improvement (\$1,314,460) – this is a group of related projects that will improve the tax appraisal process and enable a two-year property revaluation process.

This includes:

- CAMA replacement – replace the Computer Assisted Mass Appraisal System with a system capable of supporting a two- year revaluation. Projected implementation is late FY09.

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- Oblique Photography and Change Detection – GIS application that photographs buildings at an angle and can flag changes for tax assessor review.
- Integrated Parcel Manager – integrates with CAMA and Register of Deeds systems, enhancing land transaction processing.
- Master Address Table Integration – provides true GIS integration to the Master Address Table from NCPTS and CAMA.
- SpatialEst – a software package that will calculate more accurate property values using actual sales data and other techniques.
- AssessPro (CAMA) Upgrade – new version of CAMA software is a prerequisite for most other appraisal process improvements.



Infrastructure:

- Freedom Center Infrastructure (\$235,364)
- Replace Network Firewall Hardware and Software (\$80,000)
- Upgrade Data Communications Infrastructure at Primary Data

C. Other Plans

Project Management Office

Continue organizational and process improvements for the PMO that was established in 2007. These changes include:

- Expand services and capacity of the Business Process Management function that assists customers in redesigning and improving work processes
- Implement the Value Stream Assessment process to improve work processes by eliminating non-value added processes and aligning with mission, objectives and Balanced Scorecard of departments
- Establish a project portfolio management process to track and report on all IST projects.

II. Fiscal Year 2007 Report

A. eGovernment Strategies and Initiatives

Strategy: Support mobile workers and customers

Initiatives: Wireless and Remote Computing

- Expanded public and staff wireless access to several additional parks, libraries and County offices. There are now 50 wireless access points deployed in 14 County buildings.
- Completed enterprise rollout of BlackBerry PDAs with more than 250 in use.
- Expanded use of broadband air cards and other technologies to enable greater wireless usage.

Telework

- DSS conducted a remote computing pilot for Child Welfare.
- IST expanded telework to more than 50 teleworkers.
- Implemented remote help desk technology that enables Help Desk staff to work from home.
- Developed plan for expansion of telework with cross-department teleworking committee

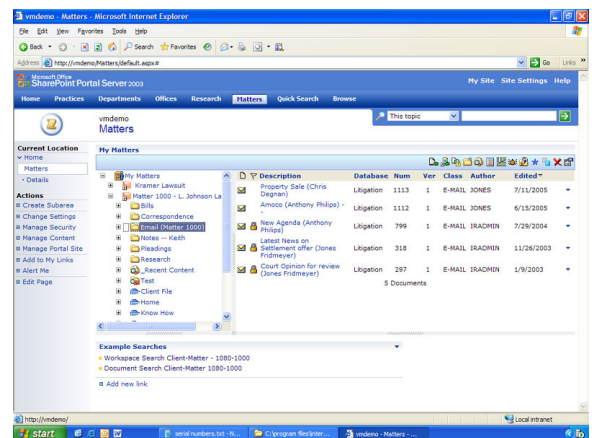
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Strategy: Provide a collaborative work environment for knowledge workers

Initiatives:

Collaboration & Knowledge Management

- Redesigned MeckWeb Intranet web site based upon SharePoint
- Continued expansion of SharePoint portal software for teams, work groups, projects and others with need to collaborate and share information
- Conducted a pilot of Microsoft's Live Communications Server. About 250 employees piloted this product, which provides instant messaging, presence awareness, videoconferencing and other capabilities.
- Implemented two new videoconferencing sites



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

Initiatives:

Network & Communications Plan

- Network communications was upgraded to Metro Ethernet to all major County facilities, increasing speed and reliability and reducing annual costs by \$43,200.
- Replaced outdated ISDN communications links, including 22 for DSS.
- Developed plans for next generation telephony/data communications system (Voice over IP) at Freedom Center.
- Added a redundant core network switch at CMGC.

Architecture

- Established a framework for developing an Enterprise Architecture for the County. This will consist of the vision, principles, standards and processes that guide the procurement, design and deployment of technologies for the County. This aligns technology with business needs. Existing architecture documents: technical, application and information are sub-components of the Enterprise Architecture and will also be updated.
- Reconstituted the IST Technical Architecture Committee to oversee the development of the Enterprise Architecture and sub-components.

Business Continuity Planning

- IST assisted seven major departments in developing business continuity plans for their business operations. These plans assessed the probability and impact disruptive events could have on their business operations, and developed strategies for dealing with the most consequential ones. These plans will become fully actionable once a disaster recovery capability is implemented in 2008.

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Strategy: Deliver information technology services in a cost efficient manner

Initiatives:

Outsource Mainframe Computer Services to the State

- IST contracted with the State of North Carolina to run the remaining few IBM mainframe applications, resulting in annual savings of \$752,000.

Outsourced Primary Data Center to Hosted Solutions

- IT Consolidation and the growth of servers and related hardware have required IST to establish a new primary data center because CMGC does not have adequate power, HVAC and space.

Real Estate Services estimated that renovating the basement of the recently vacated courthouse would cost \$14M. We had previously estimated a new facility would cost around \$5M to accommodate our needs. We outsourced the data center to a local vendor that provides a first class, hardened data center complete with a backup generator. Our current cost is \$200,000 annually, a major cost avoidance from building our own facility. This cost will increase as we expand our usage, but it is still a very cost effective.

Help Desk and Desktop Services Cost Reductions

- IST and DSS engaged STI, a leading national help desk consultant, to assess our help desk and desktop service capability in 2005. STI recommended a number of best practices that we should implement and also cited that our costs needed to be reduced. STI determined that our cost per help desk call was \$32, which was above industry averages. The consolidated help desk dramatically reduced its cost in 2007 to \$12 per call, which is very low compared to industry averages. This was achieved by the consolidation and deployment of new processes and best practices.

- Desktop Services implemented a product called Wake-on-LAN that allows applications and software patches to be deployed to desktop and laptop computers remotely. Previously, a technician had to go to the customer site to deploy the software. This process is now highly automated and done remotely. It is estimated this product has had productivity and cost avoidance savings in excess of \$1M in 2007, based upon the difference in labor time to deploy software between Wake-on-LAN and the previous manual way.

AMH Billing Solution Savings

- IST partnered with AMH to develop an interim application designed to improve the submission and payment of claims by the State. The previous AMH billing application was unable to submit eligibility records, which severely hampered AMH's ability to submit and receive payment for claims. Their process was very error prone, required extensive manual intervention and resulted in major delays in getting payments as well as lost revenue. In less than 60 days, IST developed a claims solution to automate generation of eligibility and claims information to the State, dramatically streamlining the process, eliminating errors and accelerating payments. Since its February implementation, the system has processed more than 250,000 claims and generated more than \$19M of State and Federal reimbursements. The claims and reimbursement processes are working so smoothly that there are no billing crisis or delays this year. AMH likes this solution so well that they intend it to be their permanent solution, and have voluntarily released the 2007 ITEC funds of \$173,875 set aside for a replacement solution.



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Strategy: Improve Usability and Integration of Data

Initiatives: Enterprise Document Management/Imaging

- Completed a requirements study to determine enterprise needs that led to 2008 funding for a document management/imaging solution.
- Business process work flow analysis was completed for the six departments with the most complex document work flow.



B. Other Notable Projects and Initiatives

IST completed 49 projects in 2007 and currently has 43 active projects. The following were notable projects:

Completed in 2007:

- BizTax (Office of Tax Collector), \$622,000 – new Room Occupancy & Prepared Food and Beverage System
- myHR Upgrade (Human Resources), \$228,000 – provided new recruitment module and enhanced security
- Environmental Data Management System (LUESA), \$1,429,000
- Self Facilitation Phase 2 (LUESA), \$206,000 – enables homeowners to request and print building permits online.
- Meckvet (Community Services), \$12,533 – a new web application for veterans to initiate claims processing, obtain forms and get assistance
- Board of Elections, \$58,659 – upgraded election night reporting from outdated technology, and provided new web application for election processing and results on MeckBOE.org.
- Transportation (DSS), \$386,560 – new system to provide automated support
- New Courthouse Infrastructure, \$990,000 – many new technologies were implemented to support facility and staff. Designed data and voice networks including wireless access in the facility
- Expanded wireless capability and access. Expanded public and staff wireless access to several additional parks, libraries, and County offices. Completed enterprise rollout of BlackBerry PDAs. Also expanded air cards and other technologies to enable greater wireless usage.
- 2007 Internal Service Requests, \$1,055,000 & PC Replacements, \$428,000 – procured and implemented a wide variety of hardware, software and other technology.
- Disk Backup System, \$122,224
- Archival Storage System – a much more cost efficient storage solution that is used to transparently store infrequently used data, making it available when requested by customers.

Active Multi-year Projects:

- Integrated Social Services Information – Child Welfare (DSS), \$2,690,000 – scheduled for August implementation.
- Integrated Tax Application Suite (OTC, PALRM), \$4,669,500 –integrated suite of applications including tax billing and collections, motor vehicle, individual and business personal property systems. Phase 1 scheduled for October implementation.

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C. Performance and Administration

IST Balanced Scorecard Results

red	yellow	successful	exemplary	Perspective
			2	Customer/Stakeholder
	1	1	4	Internal Business Process
		1	1	Financial
		2	3	Employee & Organizational Capacity
0	1	4	10	Total



IST improved its Balanced Scorecard results dramatically over 2006. Most measures attained exemplary. There was only one measure needing improvement (yellow). IST continues to achieve exemplary in the key Customer Satisfaction measure and was greatly improved in employee measures. Another key measure is the Technology Resources satisfaction from the Employee Climate Survey. IST has countywide responsibility for that measure, and it was also exemplary.

Employee Culture Initiative

After the disappointing results from the 2006 Employee Climate Survey, IST initiated an aggressive plan to address the many employee morale and satisfaction issues. Our primary goal was to create an employee culture similar to what was achieved with customer service several years ago. A consultant was hired to lead our culture change initiative to achieve a positive and trusting work environment. Key activities to-date has included:

- Workshops conducted with all staff and managers to drill down into the issues.
- Management retreats and team building.
- Established a culture club, comprised of IST employees, to lead efforts to identify and fix problems.
- Developed organizational competencies for: individuals, teams, managers and leaders.
- Conducted a cultural audit (survey) to establish a baseline for organizational culture.

The 2007 Employee Climate Survey results showed dramatic improvement from 2006. The average score per question was 85%, a 15% improvement over 2006, and 5% better than the overall County average. There were only 2 red lights in 2007 versus 9 last year. These results indicate that our efforts are producing positive results. However, we envision the culture initiative to be a multi-year effort to achieve our employee culture goals.

Organizational Changes

- IT Planning – a position was reallocated to focus on strategic planning for IST and the County. The position will review new technologies and assess their applicability to the County, ensuring the application of strategic technologies to the County's needs.
- Business Process Management – the primary goal of this new function is to redesign business processes before automating, assuring a good fit with automated solutions and optimizing efficiency of the processes. It has been very well received by the initial customers that included AMH, BOE and DSS.

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- Ikon Contract Administration – IST assumed responsibility for administration of the Ikon multi-function machine contract that provides copying, printing, facsimile and scanning devices in addition to existing support responsibility.
- Document Management – established a document management function that will oversee and administer the new document management and imaging system that will be implemented in 2008. The new system will consolidate seven existing imaging systems and will provide additional capabilities to all County agencies that include work flow design, integration with other systems and ready access to documents by all agencies and parties.

D. Awards and Recognition

- 2006 Ketner Employee Productivity Award by NCACC - Privilege License System
- 2006 NACo Achievement Award - Privilege License System
- 2006 Energy Star, Million Monitor Drive Contributor



IST 2007 Project List

- DSS Transportation Software Procurement
- Electronic Payment Services
- Poll Book – Voter Information List
- Peoplesoft Upgrade
- CAMA Wireless Tablet PCs
- Master Address File
- Election Night Reporting
- MeckWeb Replacement
- Business Process Management
- MeckVet
- Mainframe Migration and Decommissioning
- EDMS – EPIC Replacement
- Water Quality Data Repository
- New Courthouse Infrastructure
- POSSE Inspection by Appointment
- ePrism
- BizTax
- AMH – BCMS 4.6 Upgrade
- Microsoft LCS Pilot
- Auto-Audit
- EPIC+ Web Enhancement
- LUESA Self Facilitation
- DSS Transportation Case Management
- TransWeb Rewrite
- Magic 9 Upgrade
- eJuror Replacement System
- PeopleSoft ePerformance
- Call Center Management System
- Solid Waste Management System
- ISSI Child Welfare
- POSSE Self Facilitation for Homeowner Permits
- Metro E
- Creation of Creativity and Innovation Awards
- ZEB Implementation
- Server Consolidation to VMWare
- VMWare Upgrade
- Upgraded Network Links
- Live Communications Server
- BlackBerry Expansion
- CAMA Wireless Tablet PCs
- ECM2 Centera System
- Air Card Deployment
- Microsoft System Management Software
- Microsoft Operations Manager
- eGovernment presentations
- IST Planning SharePoint Site

IST Current and Future Project List

- Administrative Court - 1st Appearance
- Convert IP Addresses
- Administrative Office of the Court Connectivity
- Freedom Mall Infrastructure
- Server Consolidation and Management
- MeckWeb Replacement Phase II
- Pretrial Release Case Management
- Appraisal Process Improvement, Spatialest
- Appraisal Process Improvement, Intergrated Parcel Manager
- Appraisal Process Improvement, Addressing Phase I
- AssessPro 4.51 Upgrade
- Appraisal Process Improvement, Oblique Photography
- Appraisal Process Improvement, Addressing Phase II
- NET CAMA Rewrite
- Call Center Management Information Systems Replacement
- Office Tracker
- CSS Database Consolidation
- Veterans Outreach
- Archibus CAFM
- Replace Voicemail System
- Live Communications Server, Phase 2
- Disaster Recovery
- PeopleSoft 8.9 ePerformance Module
- AMH Behaviroal Care Management, Request for Information and Proposals
- Holds Dashboard -- Web Interface
- Electronic Plan Submittal - Phase 1 Residential
- Activity Based Costing
- Self Facilitation phase 3 - Commercial
- LUESA Servers/System Retrofits
- ePayments -- Merchants Services
- Imaging Implementation
- Hosted Infrastructure Upgrade
- ISSI Change Report
- Post Construction Management System
- Participant Tracking Web Phase II
- Replace Tax Legacy System (3 year project)
- BOE Transaction Statistics
- BOCC Electronic Meetings
- Email Extender