CUSTOMER SERVICE
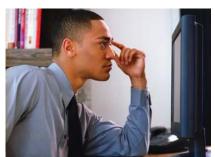
INNOVATION

EMPLOYEE SATISFACTION

Mecklenburg County Information Services & Technology

2008 Report and 2009 Plan

A Message From the Director

It is my pleasure to present the IST 2008 Report and 2009 Plan. The 2008 Report lists accomplishments for the fiscal year that ended June 30, 2008. The 2009 Plan lists strategies and initiatives planned for the new fiscal year beginning July 1, 2008. IST, in collaboration with the eGovernment Director, updated the eGovernment Strategic Plan this past year (http://ist.charmeck.org), and it is the basis for all our strategies and initiatives.

The Executive Summary briefly describes the most notable initiatives, and the 2008 Report and 2009 Plan provides more details.

I am especially pleased at the IST Balanced Scorecard results for FY2008. Overall, 80% of IST's performance measures were exemplary and 20% were successful. Key measures and results were:

- ➢ Customer Satisfaction – 92%
- ➢ Technology Related Capacity (Enterprise) – 87%
- ➢ Employee Motivation & Satisfaction – 89%

I would like to thank the entire IST staff for their many contributions to our very successful 2008 Balanced Scorecard. Customer and employee satisfaction have both been major focuses of IST in recent years, and it is gratifying to see those efforts pay off. I also appreciate the partnerships we have with our customers to provide automated services and solutions to serve the citizens of Mecklenburg County.

Executive Summary

The mission for IST is to partner with their customers, enabling them to operate efficiently and to serve their customers effectively. To meet this goal, the first step was ensuring that the IST aligned itself with the needs of its customers. IST collaborated with the eGovernment/Customer Service Director in addition to department directors, FALTs and the Executive Team to develop an updated eGovernment Strategic Plan that was approved in November 2007.

Below are the nine key eGovernment Strategies adopted and several notable initiatives completed during FY 2008 and plans for FY 2009.

❖ Support mobile workers and customers
  ➢ FY08: Field/Telework - IST expanded the County's teleworking and field work capabilities. IST added the necessary hardware and software to support approximately 300 additional field workers.
❖ Improve collaboration
  ➢ FY09: MeckWeb Upgrade - County employees need and expect tools that foster efficient and effective communication and collaboration between peers and teams. Many of these employees utilize social collaboration tools in their personal lives and expect equal or better access to these same Web 2.0 tools at work. IST plans to upgrade our intranet platform to Microsoft Office SharePoint Server 2007 which provides many of these collaboration tools.
❖ Expand self-services
  ➢ FY08: Call Center Replacement - The outdated call center platform was replaced with a new system that supports several departmental call centers at DSS, AMH, Health Department, IST, LUESA, and others.
  ➢ FY09: Web Strategic Plan - A Web Strategic Plan is being developed to address key issues such as: a) lack of up-to-date content and consistency of web pages, b) difficulty in finding information for both employees and citizens, c) limited professional web staff, and d) web organizational structure and governance.
❖ Improve usability and integration of data
  ➢ FY08 & 09: Enterprise Document Imaging System - IST completed the initial phase of the Document Image Management Enterprise system during FY08. This includes building the infrastructure and loading the applications in preparation for the pilot. FY09 is year two of a three year project to implement an enterprise imaging solution that will replace seven departmental imaging systems and provides an imaging system for *all* County departments.
❖ Improve data management
❖ Expand the use of the web
  ➢ FY09: CharMeck.Org Upgrade - The County and City are working together to upfit the existing CharMeck site to utilize Microsoft Office SharePoint Server 2007 (MOSS). MOSS incorporates a number of software upgrades including Web 2.0 application features such as blogging, wikis, RSS feeds, etc.
❖ Adopt more efficient technologies and work processes

- ➢ FY08: Business Process Management – IST expanded this function, which was created in FY07, to four staff who provide business process design, Six Sigma, change management, and project management services.
- ➢ FY08: PC Replacements - In mid-year, IST received funding to replace our most critical PCs. IST received 58% of the original Technology Reserve Request and delivered and deployed 75% of the PCs that were included in the original request.
- ❖ Expand disaster recovery and reliability
  - ➢ FY08 & 09: Disaster Recovery - IST initiated a project to implement a warm site recovery location that is located at RTP in FY08. During FY09, IST plans to complete this project which will allow the County to recover critical "tier-one" applications and services in the event of a disruption to normal operations. Once the current phase is complete, IST will assess the need for other applications to be added to the Disaster Recovery site, and begin adding these to the extent current funding will permit.
- ❖ Provide a sustained funding model

IST was also involved in several notable projects. These included:

- ➢ Integrated Social Services Information Child Welfare System (ISSI) – This system was implemented at a cost of $2.7M in August, 2007. This system fully automates the Child Welfare process and provides full integration with other major DSS programs. The system will allow staff to input customer and case information, manage their caseloads efficiently, coordinate services with other DSS units and generate forms, letters and reports.
- ➢ Replace Tax Legacy System - Phase 1 was implemented (90% of the system) of a new property tax information system that integrates the tax collection and property assessment functions of the Office of Tax Collector and Property Assessment and Land Records Management. The system costs $4.9M and replaces four existing systems. It is expected to result in a 30% efficiency improvement by eliminating duplicate processes.

Over the next year, IST has several notable projects:

- ➢ Replace Tax Legacy System - Phase 2, which includes Individual and Business Personal Property plus numerous change requests, will be implemented in the Fall, completing this $4.9M project.
- ➢ Data Center - Real Estate Services and IST are collaborating to build a state of the art $14M data center that will be shared by the County and Charlotte-Mecklenburg Schools (CMS). This became necessary due to the increased cost of offsite hosted services by the County and the limited data center capacity at the CMS site. The goal for project completion is January 2011.

As noted above in the section entitled "A Message From the Director," IST had exemplary results on the County's Balanced Scorecard. By successfully partnering with our customers and meeting their needs, IST scored an exemplary rating in most categories. In the coming year, IST plans to continue collaborating with our customers to make FY 2009 a successful year.

Fiscal Year 2009 Plan

IST collaborated with the eGovernment/Customer Service Director in addition to department directors, FALTs, and the Executive Team to develop an updated eGovernment Strategic Plan that was approved in November 2007. The eGovernment Strategic Plan identifies key business needs and develops technology strategies that will enable the County to achieve its goals and objectives. It provides a basis for technology decisions, including IT priorities, budgets, and resources. It is closely aligned with the County's Corporate & Community Scorecard, the Strategic Business Plan, and the County Manager's M4R agenda. The three year eGovernment Strategic Plan is the basis for IST's Annual Plan. For additional information regarding the 2007 eGovernment Strategic Plan, please refer to http://ist.charmeck.org. The following describes the IST projects and initiatives and how they are aligned with the 2007 eGovernment Strategic Plan.

eGovernment Strategies and 2009 Initiatives

❖ **Support mobile workers and customers**
  ➤ Teleworking Policy - IST will partner with HR and Legal to revise the outdated Teleworking Policy.
  ➤ Expand Field/Teleworking Capability - IST will continue to expand the County's remote working capabilities utilizing Microsoft Terminal Services and SoftGrid application virtualization. The use of Terminal Services and SoftGrid allows the County worker to access their desktop environment through a browser quickly and efficiently from anywhere, anytime.
  ➤ Soft-phone - IST will pilot soft-phones for County workers as Voice Over IP is introduced at Freedom Center and the Medical Examiner's Office. This will allow County workers to make phone calls using their PCs while teleworking and working remotely in the field.

❖ **Improve collaboration**
  ➤ MeckWeb Upgrade - County employees need and expect tools that foster efficient and effective communication and collaboration between peers and teams. Many of these employees utilize social collaboration tools in their personal lives and expect equal or better access to these same Web 2.0 tools at work. IST recognizes this need and has plans to upgrade our collaboration suite and Intranet to Microsoft Office SharePoint Server 2007.
  ➤ Instant Messaging - IST will continue to deploy Microsoft Live Communication Services (LCS) to targeted workers who need instant messaging capabilities to better communicate and collaborate among their work teams. IST will also explore additional capabilities such as peer-to-peer video conferencing, file transfer, and other services available within LCS over the next year.
  ➤ Unified Messaging - IST will complete pilot of unified messaging and deploy as enterprise service. This will allow County workers to have a single source for both voicemail and email (Outlook Inbox).

- ➢ <u>Video Conferencing</u> - IST will evaluate peer-to-peer video conferencing capability that is available within the Voice Over IP pilot.
- ❖ **Expand self-services**
  - ➢ <u>Web Strategic Plan</u> - A Web Strategic Plan is being developed to address key issues such as: a) lack of up-to-date content and consistency of web pages, b) difficulty in finding information for both employees and citizens, c) limited professional web staff, and d) web organizational structure and governance.
  - ➢ <u>Service Oriented Architecture (SOA)</u> - IST is committed to developing service oriented architecture within Mecklenburg County. IST will continue to review vendor application for compatibility with SOA and to develop in-house SOA components using web services. The benefits include better reuse of software, flexible adaptation of software to changing business needs, and integration with more systems with less code.
  - ➢ <u>Mashup Applications</u> - Mashups typically comprise from the functionality of many different services within a SOA. The components may be individual web services, selected functions from within other applications, or entire systems whose outputs have been packaged as web services (often legacy systems). The outputs from these systems are combined to deliver a new application that leverages the technology and software previously developed in a new way or to provide new business functions. IST is seeking opportunities to leverage portal technology investments (SharePoint) to develop mashup applications. IST plans to partner with DSS to develop our first mashup application utilizing existing web services to automate Front Desk processes within SharePoint.
- ❖ **Improve usability and integration of data**
  - ➢ <u>Enterprise Document Imaging System</u> - FY09 is year two of a three year project to implement an enterprise imaging solution that will replace seven departmental imaging systems and provides an imaging system for ***all*** County departments. The system will be accessible by remote field workers, teleworkers, and customers where applicable. It will improve efficiency by streamlining workflow and facilitating sharing of imaged documents among departments and citizens.
  - ➢ <u>Database Consolidation</u> - The County currently has a number of application databases that are still running under older versions of the Microsoft SQL Server. Older versions of the software are nearing vendor end of life support. Additionally, many of these database systems do not have any fault tolerance to support the application in case of hardware or other server failures. IST plans to migrate these applications to the MS SQL Server 2005. This will allow us to consolidate database servers, provide fault tolerance for many applications without increased licensing cost, utilize 64 bit server architecture, and provide access to large memory sizes to increase database and application performance.
  - ➢ <u>Business Intelligence Upgrade</u> - The County currently utilizes Business Objects (BO) version 6.5 for Business Intelligence (BI), data mining, and report generation. This version is outdated and nearing the end of vendor support. IST plans to upgrade the existing version of BO, which will provide an additional year of vendor support. Additionally, IST will make long term recommendations for a BI solution that meets County needs including integration with other application packages for budget consideration in FY10.

❖ **Improve data management**
  ➢ EmailXtender - This project provides an enterprise archive for all email, greatly simplifying the archival process for all email customers, and assuring the accessibility of email for email and legal investigations. This greatly shortens the process for pulling emails together for any legal requests. The archival system benefits County workers as it provides virtually an unlimited mailbox. This will allow employees to spend less time managing and searching for emails.
  ➢ DiskXtender - Currently 80% of file server space is holding files that are not accessed at all or only viewed occasionally. Because these files do not change often, but are still needed to reference information, storing these files on higher speed disks is very costly. It also takes a great deal of time to back up these files each night. DiskXtender will allow us to move the data to less expensive, slower disks that are still on-line and de-duplicate the data (only keeping one copy of the file instead of multiple copies of the same file).

❖ **Expand the use of the web**
  ➢ CharMeck.Org Upgrade - The City and County jointly maintain the public-facing website, CharMeck.org. The County and City have partnered to upfit the existing CharMeck site to utilize Microsoft Office SharePoint Server 2007 (MOSS). The County has outsourced the infrastructure and support of the new technical environment to the City. MOSS incorporates a number of software upgrades including Web 2.0 application features such as blogging, wikis, RSS feeds, etc. MOSS also improves searching and simplifies content management.

❖ **Adopt more efficient technologies and work processes**
  ➢ Continued Adoption & Implementation of ITIL - IST has adopted the Information Technology Infrastructure Library (ITIL), which is a framework of best practices designed to improve the quality of IT service management. In FY08, IST has successfully implemented this framework in Service Support areas such as Incident & Change management. In FY09, a continued effort will focus around organizational training, Service Level & Problem Management.
  ➢ Business Process Management - IST established this function two years ago and now has a staff of four devoted to providing this service for County departments. Demand for this service continues to increase as customers discover the benefits it can provide. Major projects planned for 2009 include:
    o LUESA Flood Mitigation Data Management System workflow analysis
    o Park & Recreation Bond Process business process study
    o LUESA Customer Service business process study
    o Veterans Outreach web site and business process improvement
    o Election night business process improvement study
    o Improve eJuror business process
    o SOI budget process evaluation
  ➢ Continuous Process Improvement - this initiative, using the Lean Six Sigma methodology, is being used to streamline internal IST processes with the objective of improving services and operational efficiencies. It will complement the ITIL initiative.

➢ PC Replacement Project - The objective is to replace approximately 1,500 aging and unreliable PCs and laptops. The County's PC fleet has outlived its useful life and has become an obstacle for migrating to new technology platforms. This will help position the County for a future migration to Windows Vista and Office 2007. In the near future Microsoft will begin phasing out support of these legacy systems.

➢ Printer Replacement Project - The objective is to replace approximately 200 network printers. These devices have become problematic and unreliable, causing considerable downtime for employees. IST expects to replace these with new network devices that are much more efficient and provide enhanced functionality.

➢ Enterprise Multi-function Device Procurement - 2009 is the final year of the current Ikon contract. IST will conduct a competitive procurement this year for a new contract beginning in 2010 that will include multi-function devices (print, facsimile, copying, and scanning) and network printers.

➢ Voice Over IP (VOIP) - IST will complete VOIP platform selection and begin selected implementation. The intent is to pilot VOIP at both Freedom Center and the new Medical Examiner's Office.

➢ Freedom Center Phase 2 Infrastructure - IST will design and implement the Freedom Center infrastructure for Phase 2.

➢ Network and Communications Strategic Plan - To build on the progress achieved to date and to ensure that all networking and communications services technology initiatives are developed in support of the recently revised eGovernment Strategic Plan, the Network and Communications Strategic Plan will be revised. The new plan will continue to keep efforts in these areas closely focused on meeting the defined needs of the organization and maximize the efficient use of resources.

➢ Information Security - Information Security has several initiatives to improve the effectiveness and efficiency. These include:
  o Information Security Dashboard - Creation of an integrated software base and reporting structure to support the real-time tracking of vulnerabilities and action planning.
  o Full Disk Encryption - Implementation of full disk encryption which will fully encrypt and protect County laptops in the event they are stolen or misplaced.
  o Risk & Compliance Management Software - Automation of security risk assessments and projected target areas. This will allow for the efficient deployment of limited resources towards those areas identified as "higher risk" with a higher degree of confidence.
  o Vulnerability Scanner - Implementation of vulnerability testing software that can be automatically scheduled allowing for efficient scans of critical assets.
  o Mobile Wireless Security - Implementation of software and hardware used to detect and locate rogue wireless access points. This allows the user to pinpoint rogue locations more efficiently as opposed to numerous manual process techniques and steps used today.

❖ **Expand disaster recovery and reliability**
  ➢ <u>Disaster Recovery</u> - IST will complete the warm-site recovery location implementation. This will allow the County to recover critical "tier-one" applications and services in the event of a disruption to normal operations. In addition, development will continue on the identification and planning for the next phase of supported services. Business Continuity Planning (BCP) will be completed with additional work being performed as necessary to support on-going projects and activity. The BCP information application will be upgraded to a web-based version. This will allow all County representatives/managers to maintain their planning information directly, improving efficiency and effectiveness. Once the current phase is complete, IST will assess the need for other applications to be added to the Disaster Recovery site, and begin adding these to the extent current funding will permit.
  ➢ <u>Network Upgrades</u> - In the coming year, additional enhancements are planned to continue to improve network reliability, including routing protocol changes to automatically redirect and prioritize traffic, as well as upgrades to several essential core network services.

❖ **Provide a sustained funding model**
  ➢ <u>Guiding Principles</u> - IST will seek to have County Management adopt and formally approve Guiding Principles for the acquisition, prioritization, maintenance, and ongoing funding for major IT initiatives.
  ➢ <u>Portfolio Management</u> - Mecklenburg County has more IT initiatives than can be funded. At the same time, cost pressures are always present and understanding what real value IT initiatives deliver can be difficult to measure long-term. Therefore, County management and IST must prioritize which IT initiatives get funded by balancing business goals with various evaluation criteria. Portfolio management is a set of tools that allows the County to better manage, select, prioritize, staff, monitor, and report the status of projects for the enterprise. During the upcoming year, IST will refine these processes and procedures.

Other Projects and Initiatives

❖ **Noteworthy Projects**

  ➢ <u>Replace Tax Legacy System</u> - Phase 2, which includes Individual and Business Personal Property plus numerous change requests, will be implemented in the Fall, completing this $4.9M project.
  ➢ <u>Pre-Trial Release</u> - The current Case Management system is a mainframe application that was developed over 25 years ago. This project has two interrelated parts: an automated kiosk and case management software. Using the kiosk entails having defendants report to the unit, similar in style to an ATM machine, where a biometric reading of their hand print will confirm their identity before asking them a series of pertinent questions. For case managers, the system will make managing their enormous caseloads easier while also increasing their supervision capabilities.

- ➢ Appraisal Process Improvement - This is a continuation of a multi-faceted project begun last year. The two remaining subsystems to be completed this year are Oblique Photography and Difference Detection. These subprojects were rescheduled for this year because fly-overs were not done last year due to bad weather.
- ➢ AMH PSO Software - The software will allow Mecklenburg County's Area Mental Health (AMH) Provided Services Organization (PSO) to provide behavioral healthcare services Countywide.
- ➢ FIN-AMS Upgrade - The project will upgrade the County's Advantage Financial System to release 3.7.
- ➢ Just One Call Web - This project is a rewrite of the Just One Call application in an ASP.net format. It will provide community support and assistance for the elderly, providing community resources and referrals and allowing for a seamless referral transmission for requested services to the Adult Social Work division of the Department of Social Services.

❖ **Culture Initiatives for 2009**

IST remains committed to its Culture Change initiative. The Culture Club, a team comprised of staff representing all divisions of the department, will lead the Culture Change effort under the direction of IST's Senior Leadership Team. IST will conduct another culture audit in September to determine improvements since the last culture audit and opportunities for improvement in order to increase employee satisfaction and morale.

IST will also develop its own rewards and recognition program. The purpose of this program is to recognize the following accomplishments by employees:
- ➢ Outstanding customer service
- ➢ Outstanding service delivery
- ➢ Outstanding performance
- ➢ Creativity and innovation
- ➢ Significant contributions to Culture Change

The rewards and recognition system will automate the process and keep track of employees who are recognized for their achievements by managers and peers.

IST plans to research and implement team building across the department. Team building should lead to:
- ➢ Improved communications across teams
- ➢ Improved working relationships
- ➢ Elimination of silos
- ➢ Higher levels of trust and support
- ➢ A climate of cooperation where employees are motivated to help co-workers be successful
- ➢ Collaborative problem-solving
- ➢ Diverse co-workers working well together
- ➢ Higher levels of job satisfaction and commitment

Finally, IST has outlined a plan to develop an IST Employee Career Growth website. This site will deliver a number of collaborative tools to enable employees to plan career opportunities within IST. Features of this site will include online career ladders, collaborative volunteer mentoring program, ongoing dashboard outlining the success of learning initiatives, and links to other sites that include County sponsored activities geared toward developing the careers of IST employees.

❖ Data Center

Real Estate Services and IST are collaborating to build a state of the art $14M data center that will be shared by the County and Charlotte-Mecklenburg Schools (CMS). This became necessary due to the increased cost of offsite hosted services by the County and the limited data center capacity at the CMS site. This new site will be built on County owned property, which is located in an ideal geographic location due to close proximity of fiber optic cabling for high speed communications and telecom infrastructure. The plan for FY09 is to hire a well respected and experienced data center advisor to assist in the step by step process of assessing both parties current and future design needs. Upon completion, the next steps are to assist in the creation of the request for proposal (RFP) and select the engineering and architectural firm to complete the data center design. The goal for project completion is January 2011.

Project	Mobility	Collaboration	Self-Service	Data Usability	Data Mgmt	Expand Web	Efficiencies	DR & Reliability	Funding
Replace Tax Legacy System (3 year project)				Y		Y			
Imaging Implementation	Y	Y		Y	Y		Y	Y	
Disaster Recovery					Y			Y	
Pretrial Release									
Call Center Mgmt. Info. Sys. Replacement		Y					Y		
AMH eCura Replacement				Y		Y			
ePerformance Module -- PeopleSoft 8.9	Y			Y		Y			
Veterans Outreach			Y						
ISSI Just 1 Call	Y	Y	Y			Y			
SJS File Tracking System									
ISSI Change Report	Y	Y							
CSS Database Consolidation					Y				
AOC Connectivity		Y		Y	Y				
Activity Based Costing									
LUESA South Move	Y	Y					Y		
LUESA Servers/System Retrofits					Y			Y	
ISSI PID Utility				Y	Y				
Residential Master Plan Reciprocity		Y		Y			Y		
Flood Mitigation Data Management System				Y	Y		Y		
LUESA Project Tracking System		Y					Y		
Park & Recreation Bond Process									
Election Material Management Process		Y					Y		
eJuror Phase II			Y			Y			
Budget Process		Y					Y		
EmailXtender		Y			Y		Y		

Fiscal Year 2008 Year in Review

The eGovernment Strategic Plan was very well received by the departments and management. Below is a list of accomplishments that are aligned directly with the nine key strategies adopted in the 2007 eGovernment Strategic Plan.

eGovernment Strategies and 2008 Initiatives

❖ **Support mobile workers and customers**
  ➢ <u>BlackBerrys</u> - IST expanded the use of BlackBerry devices to approximately 500 County workers. This facilitates mobility, enabling people to access much of their daily work from a small, portable device.
  ➢ <u>Wireless/WiFi</u> - IST continued to expand the County's wireless access capabilities, adding 28 additional hotspots within County facilities.
  ➢ <u>Field/Telework</u> - IST expanded the County's teleworking and field work capabilities. This includes the use of Microsoft Terminal Services which allows workers to access their desktop environment remotely as well as cellular air cards which give users access to County resources anytime, anywhere across the country. IST added the necessary hardware and software to support approximately 300 additional field workers.

❖ **Improve collaboration**
  ➢ <u>Instant Messaging</u> - IST deployed Microsoft Live Communication Services (LCS) to specific workers who need instant messaging capabilities to better communicate and collaborate among their work teams.
  ➢ <u>Live Chat for 2HELP</u> - IST implemented a pilot to provide County workers with the ability to request live help while visiting IST's Helpdesk SharePoint site.
  ➢ <u>Video Conferencing</u> - County videoconferencing resources were consolidated under IST. This put all video conferencing systems on a common support contract. Also, additional videoconferencing capabilities were added to several locations including CMGC and HMC.

❖ **Expand self-services**
  ➢ <u>Call Center Replacement</u> - The outdated call center platform was replaced with a new system that supports several departmental call centers at DSS, AMH, Health Department, IST, LUESA, and others. The new system provides enhanced capabilities including greatly enhanced remote operations functionality, enhanced real-time reporting capabilities, additional customer service features such as wait time in queue, position in queue, and skills-based call routing (e.g. for those needing a Spanish speaking agent), and the ability to make immediate changes to the system as needed without having to place a service call with AT&T.

❖ **Improve usability and integration of data**
  ➢ <u>Enterprise Document Imaging System</u> - IST completed the initial phase of the Document Image Management Enterprise system. This includes building the infrastructure and loading the applications in preparation for the pilot.

❖ **Improve data management**

- ➢ Data Retention Policy - IST partnered with Legal to develop a short-term data retention policy that addresses many of the current legal issues facing the County. The next step is to look to provide a long-term data retention policy moving forward as we put more technology tools in place to automatically archive data with projects such as DiskXtender and EmailXtender.

❖ **Expand the use of the web**
- ➢ Service Oriented Architecture (SOA) - IST continued to develop and expand the SOA initiative through the development of web services. All in-house developed applications are utilizing a SOA approach in development. We have already seen cost savings through reuse of code and improved quality by minimizing the number of functions that have to be redeveloped across applications. Additionally, IST has utilized web services for integration with third party applications and products to achieve better overall results.

❖ **Adopt more efficient technologies and work processes**
- ➢ Business Process Management – IST expanded this function, which was created in FY07, to four staff who provide business process design, Six Sigma, change management, and project management services. Major projects completed in FY08 included:
  - o TCA – Administrative Court First Appearance Process
  - o DSS – ISSI Child Welfare ROI
  - o BOE – Election Day Call Service Process
  - o DSS – ISSI Change Report ROI
- ➢ PC Replacements - In mid-year, IST received funding to replace our most critical PCs. IST received 58% of the original Technology Reserve Request and delivered and deployed 75% of the PCs that were included in the original request. This was accomplished through renegotiating our pricing with Dell, purchasing in bulk, and self performing the deployment in lieu of utilizing contract labor.
- ➢ Enterprise Architecture - IST established an Enterprise Architecture for the County. This provides the technical framework for the County to achieve the goals and objectives set forth in the eGovernment Strategic Plan. Over the past year, the following architecture domains were updated with good, solid guiding principles, rationales, and best practices: Application, Network, Collaboration, Platform, Security, and Information.
- ➢ Server Virtualization/SAN Installation - A new Storage Area Network (SAN) was installed along with seven virtual servers. This allowed the County to retire 74 physical servers.
- ➢ Freedom Mall Infrastructure - Networking infrastructure for County equipment and staff in the Freedom Center County office building was designed and installed for Phase One.
- ➢ Voicemail/Unified Messaging - IST completed conversion to new enterprise voicemail system providing enhanced capabilities, including unified messaging, and improved user friendliness.

- ❖ **Expand disaster recovery and reliability**
  - ➢ <u>Disaster Recovery</u> - IST initiated a project to implement a warm site recovery location that is located at RTP. This will allow the County to recover critical services in the event of a disruption to normal operations. In support of this endeavor, Business Continuity Planning (BCP), addressing County agencies/departments, progressed to 70% completion. This addresses the most critical aspects of County operations. Also, an application (CPO Tracker), was implemented which enables the accumulation/dissemination of information when recovery plans are enacted. This will ensure the continuity of effective and efficient operations in the event of a disaster.
  - ➢ <u>Network Upgrades</u> - Over the past year, several improvements were made to the data networking infrastructure. In addition to equipment upgrades necessary to support planned converged services (e.g. VOIP); connectivity to several sites was upgraded to provide additional bandwidth to meet increasing demands. These upgrades also provide additional alternate paths for traffic to route through our network, improving fault tolerance. Additionally, Internet bandwidth was doubled, to improve access to online services.
- ❖ **Provide a sustained funding model**

Other Projects and Initiatives

- ❖ **Noteworthy Projects**

  - ➢ <u>Integrated Social Services Information Child Welfare System (ISSI)</u> – This system was implemented at a cost of $2.7M in August, 2007. This system fully automates the Child Welfare process and provides full integration with other major DSS programs. The system was developed in partnership with Buncombe County. The system allows staff to input customer and case information, manage their caseloads efficiently, coordinate services with other DSS units and generate forms, letters and reports. The system is also accessible by caseworkers in the field via laptops or from their homes, allowing some workers to work from home.
  - ➢ <u>Replace Tax Legacy System</u> - Phase 1 was implemented (90% of the system) of a new property tax information system that integrates the tax collection and property assessment functions of the Office of Tax Collector and Property Assessment and Land Records Management. The system costs $4.9M and replaces four existing systems. The system is called the North Carolina Property Tax System (NCPTS) and was initially developed at Wake County in 1999. It currently runs in five North Carolina counties and three other counties are planning to implement the system. The system was completely rewritten for Mecklenburg to provide additional functionality and use the latest technology. It is expected to result in a 30% efficiency improvement by eliminating duplicate processes.

➢ Appraisal Process Improvement - This is a multi-faceted project which includes LUESA Integrated Parcel Manager, Spatialest GIS-based modeling toolset to estimate property values, Oblique Photography, and Master Address Table that uses web access and GIS integration. Sections completed this year were:
   o ParcelSync (Previously known as IPM)
   o Spatialest
   o AddressOne
➢ .NET CAMA Rewrite - Project was cancelled on June 26, 2008. The County did not have confidence that the vendor could deliver the requisite software within the specified schedule of 18 months, as outlined in the project requirements. As the County still needs an updated CAMA system to support a two-year reevaluation cycle, we plan to reassess our options toward the end of FY09.
➢ DSS Transweb Rewrite - IST completed a rewrite of legacy DSS Transportation system to support changes to business processes and to incorporate up-to-date technology.
➢ eJuror Replacement System - IST replaced an older, outdated system with software that provides improved capability and modern technology.

❖ **Balanced Scorecard and Customer Satisfaction**

IST Balanced Scorecard Results

MANAGING FOR RESULTS

Red	Yellow	Successful	Exemplary	Perspective
			2	**Customer/Stakeholder**
		2	4	**Internal Business Process**
		3	2	**Financial**
	1		6	**Employee & Organizational Capacity**
0	**1**	**5**	**14**	**Total**

Preliminary results indicate that IST has improved its Balanced Scorecard results over 2007. Most measures attained were exemplary. IST continues to achieve exemplary in the key Customer Satisfaction measure scoring a 92%. This marks several years that IST has achieved exemplary for this measure. 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.

❖ **Creativity and Innovation**

In 2007, IST formed a Creativity & Innovation Team to reinforce innovation and creativity as core values of Mecklenburg County. The team recommended the creation of a program to reward IST employees who make significant contributions through creativity and/or innovation. Over the past 12 months, IST employees have submitted ideas via an online form using the following guidelines for ideas:

- Innovative or creative idea, concept or solution which has tremendous impact through tangible cost savings, soft savings (e.g. customer satisfaction) or time savings
- Generation of an innovative or creative idea which has significant impact to the enterprise
- Innovation through the use of technology
- Innovation through application development or support
- Innovation in a core business process or project management

On April 17, 2008, IST hosted a Creativity & Innovation Fiesta at the Mint Museum of Art to honor the winners. These IST employees were given monetary awards and trophies to recognize their ideas.

❖ Employee Culture Change

IST remains committed to improving employee satisfaction and morale. Leadership of the Culture Club was transitioned from a consultant to IST staff following extensive culture change training. The Culture Club evaluated data from the culture audit, Employee Climate Survey, and focus groups to determine its three areas of focus:
- Management buy-in
- Communications
- Lessons learned

The Culture Club meets every two weeks to address cultural issues, and the co-leaders meet with the IST Director on a regular basis to address employee issues and concerns.

This year, IST's Employee Climate Survey results continued to improve. IST's average score increased from 85% to 91% from 2007 to 2008. These results were proof that the efforts of IST managers and employees to make IST a better place to work were paying off. Some key questions that show positive results are:
- Believe the County is a good place work is **94%**
- Believe their supervisor encourages thinking creatively is **91%**
- Believe their supervisor treats them with respect is up from 91% to **94%**
- Feel good about coming to work most of the time increased from 87% to **95%**
- Believe IST offers a balance between work and personal life increased from 91% to **96%**

❖ **Cost Savings**

➢ Renegotiated Verizon contract, $65,000 annually
➢ Redesigned small site network connectivity allowing for consolidation, eliminating extra circuit saving, $30,000 annually
➢ Renegotiated RightFax connectivity contract, $12,000 annually
➢ Eliminated unused dial-in remote access infrastructure, $7200 annually
➢ Performed audit of County leased line services, identifying and terminating unused circuits, $28,000 annually

❖ **Awards and Recognition**

➢ 2008 NACo Achievement Award of ISSI Child Welfare
➢ IST Applications received an exemplary rating for program review in FY08

❖ **Completed Projects and Initiatives**

Project	Mobility	Collaboration	Self-Service	Data Usability	Data Mgmt	Expand Web	Efficiencies	DR & Reliability	Funding
ISSI Child Welfare		Y		Y			Y		
eJuror Replacement System			Y			Y			
Appraisal Process Improvement	Y					Y			Y
DSS TransWeb					Y		Y		
DSS Transportation Case Mgmt.					Y		Y		
Voicemail System		Y							
Freedom Mall Infrastructure							Y		
Archibus CAFM									
Site Plan Tracking		Y							
Election Reporting Activities							Y		
FINS Phase II									
AssessPro 4.5.1 Upgrade						Y			
Convert IP Addresses								Y	
Live Communications Server		Y							
GIS ePayment Services			Y			Y			
LUESA Star Card									
PeopleSoft Tax/Maint./Tools			Y						
Server Consolidation and Mgmt					Y		Y	Y	
Hosted Infrastructure Upgrade					Y			Y	
Admin Court 1st Appearance - BPM Study		Y	Y						
MeckWeb Replacement - Phase II						Y			
LUESA - Office Tracker									
BOE Preference Form Tracker							Y		
Park & Rec Master Inventory					Y		Y		
Health Screening Participant Tracking	Y					Y			