



# 2010 MECKLENBURG COUNTY E-GOVERNMENT STRATEGIC PLAN



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## Executive Summary

eGovernment, or electronic customer service, is changing the way Mecklenburg County provides services to both its internal and external customers. As the County's predominant customer service strategy, eGovernment provides enhanced access to customers by making services and information available online, such as the opportunity to reserve park facilities, view meetings, and pay taxes. In addition to providing County residents with enhanced service options, eGovernment strategies also aim at providing employees better tools and access to information.

The County's eGovernment mission is *to apply technology to make Mecklenburg County more efficient, effective, and customer-focused and facilitate citizen engagement with government*. This mission drives the eGovernment Strategic Plan and ultimately the County's decisions for technology priorities, resources, and budgets.

To develop this iteration of the eGovernment Strategic Plan, a planning team met with over 100 representatives from County agencies to discuss business and technology needs. The result is a plan that focuses on **seven key strategic business issues** representing needs cited by participants in these meetings:

- Employee Mobility and Teleworking
- Citizen Self-Service
- Collaboration and Productivity
- Business Intelligence and County Data
- Communication, Public Involvement, and Social Networking
- Business Continuity and a Reliable Infrastructure
- Funding and Governance of Resources

The first business issue is **employee mobility and teleworking**. This is important because employees need and expect a level of IT access, support, and service that is comparable to working on-site. Access to applications and programs should be seamless and efficient.

**Citizen self-service** is the second critical need. Providing customers access to services and information from multiple locations at any time is a priority in service design.

Third, the growth of technology tools and resources makes it easier for employees to communicate and share information with each other. **Collaboration** fosters an environment that is not only more effective but can save on costs as well. We should continue to increase **productivity** through refinement of everyday business processes.

The next business need involves the large amount of underutilized data captured in various County systems. By improving usability and integration of **County data** and investing in **business intelligence** tools, information will be easier to find and use.

The County's website is central to servicing **communication and public involvement** needs. It is a great source for local government information, services, and applications, but untapped potential remains. The implementation of a Web Strategic Plan, including the adoption of a

**social media** strategy, will expand the County's communication capacity and become a component the County's public involvement initiative (MeckConnect).

The sixth key business issue involves **business continuity and a reliable infrastructure**. Practically all of the County's businesses and services depend on a technology infrastructure that is reliable and uninterrupted. It is mission-critical to develop processes and make the necessary investments to provide enhanced recovery and maintenance of County systems.

**Funding and governance of resources** complete the list of strategic business needs. One of the most successful eGovernment strategies to date is the enterprise approach for funding and deploying technology. With recent budget challenges, making good corporate decisions has never been more important, and the County must fully use the capacity of technology already acquired.

These eGovernment Strategic Plan strategies directly correspond to and target identified business needs:

1. **Continue expanding employee mobility and telecommuting capabilities** to give workers the same experience as though connected at the office.
2. **Provide anytime, anywhere access** as part of the planning, design, and delivery of services.
3. **Deploy technology that facilitates collaboration** and increases productivity by employees.
4. **Establish an enterprise business intelligence approach** for determining what County data exists, where it is located, and how it can best be used.
5. **Expand communication and public engagement via the web**, including use of social networking platforms.
6. **Maintain a secure and reliable infrastructure** to ensure business continuity for critical County systems.
7. **Continue a cost-effective enterprise approach** for funding and governing technology resources.

## Introduction: Vision and Mission

Mecklenburg County defines eGovernment as electronic customer service. It is the County's predominant customer service strategy for achieving the goals identified by the Board of County Commissioners in its 2015 Community Vision. Previous eGovernment initiatives have enhanced access to County information and services, allowing residents to reserve park facilities, find information, watch videos, and even pay their taxes online.

The County's first eGovernment Strategic Plan, developed in 2002, established an eGovernment strategy to change the traditional transaction methods generally associated with government services. The plan was updated in 2005 and again in 2007 to maintain consistency with rapidly advancing technologies (Appendices C & D list results from the 2005 and 2007 eGovernment Strategic Plans). The 2010 eGovernment Strategic Plan builds on the foundation established in previous plans by updating the vision, mission, and strategies for delivering services to customers.

**eGovernment Vision: To be the best local government provider of electronic customer service.**

**eGovernment Mission: To apply technology to enable Mecklenburg County to be more efficient, effective, and customer-focused and facilitate citizen engagement with government.**

Seven key strategies to support the vision and mission are presented in this plan and will guide the County's technology decisions including priorities, resources, and budgets. The eGovernment strategies support key enterprise desired results detailed in the Community & Corporate Scorecard:

- Increase Customer and Stakeholder Satisfaction
- Increase Citizen Awareness of County Responsibilities, Services, and Results
- Enhance Citizen Involvement
- Improve Employee Efficiency
- Increase Employee Access to Information
- Improve Technology Related Capabilities

## Corporate Desired Results and Strategies

The Community and Corporate Scorecard adopted by the Board established desired results, strategies, measures, and goals for the organization's efficiency and customer service according to four perspectives.

### Customer/Stakeholder Perspective

- Desired Result:** Increase Customer and Stakeholder Satisfaction  
**Corporate Strategy:** Focus on Customer Satisfaction in design and delivery of County services  
**Goal:** To have 80% or more of County residents satisfied with direct and online service delivery
- Desired Result:** Increase Citizen Awareness of County Responsibilities, Services, and Results  
**Corporate Strategy:** Educate and inform residents about the County's responsibilities, services, and results  
**Goal:** To have 100% goal attainment on awareness of County services, goals, and results

### Internal Business Process Perspective

- Desired Result:** Enhance Citizen Involvement  
**Corporate Strategy:** Seek citizen participation in policy development and decision-making  
**Goal:** To have 80% citizen satisfaction with input opportunities
- Desired Result:** Improve Employee Efficiency  
**Corporate Strategy:** Maximize use of technology  
Re-examine, redesign, and/or eliminate business processes  
**Goal:** To optimally manage demands for service at or below the per capita average for North Carolina benchmark jurisdictions
- Desired Result:** Increase Employee Access to Information  
**Corporate Strategy:** Streamline processes and/or maximize the use of technology to make job-relevant information easily accessible through self-service  
**Goal:** To have 80% or more of County employees satisfied with internal communication and access to information necessary to perform job

### Financial Perspective

- Desired Result:** Reduce/Avoid Costs  
**Corporate Strategy:** Use partnerships, outsourcings, and other best practices to manage the County's resources  
**Goal:** To have 51% or less of County revenue from property taxes

## **Employee & Organization Capacity Perspective**

**Desired Result:** Improve Technology Related Capabilities

**Corporate Strategy:** Invest in new technology with demonstrated return on investment

**Goal:** To have 80% or more of County employees satisfied with technology related resources

## **Business Needs and eGov Strategies**

Over 30 meetings were held with 100+ participants from all County agencies to identify business concerns, needs, and goals. As a result of these meetings, seven key areas of need and seven corresponding eGovernment strategies were identified to guide technology planning for the next three years.

### **Employee Mobility and Teleworking**

The mobility of the County's workforce and customers continues to grow. Wireless networks are everywhere, handheld devices are essentially mini-computers, and applications abound. The 2007 eGovernment Strategic Plan identified the "consumerization of IT" as a trend to watch, and it has arrived. Teleworking employees expect a level of IT access, support, and service that is comparable to what they would receive on-site. Access to applications and programs should be seamless and efficient. Customer interviews expressed mobility business needs such as:

- BlackBerry-friendly applications and services
- GPS technology for County cell phones to track the location of workers and allow authorities to locate employees if there are issues, provide turn-by-turn directions, etc.
- Expanded IT support hours
- Conversion of paper documents to online storage
- Teleworking and hoteling capabilities
- Portable technologies such as Windows Mobile, smartphones, and iPhones

**eGovernment Strategy: Continue expanding employee mobility and teleworking capabilities** to give workers the same experience as though connected at the office.

### **Citizen Self-service**

Self-service is a critical piece of eGovernment, allowing customers access to services and information from multiple locations at any time. Among the most frequently cited needs are:

- Web-enabled services, electronic forms, and online transactions
- Enterprise bill pay system for all County applications and services
- Online authorizations and electronic signatures
- Services provided at multiple, remote locations
- Expanded wireless access

**eGovernment Strategy: Provide anytime, anywhere access** as part of the planning, design, and delivery of services.



## **Collaboration and Productivity**

New tools such as Microsoft SharePoint and GoToMeeting make it easier for employees to communicate and share information. This fosters an environment that is not only more effective but can save on costs as well. While the County has relied heavily on e-mail for routine tasks such as document sharing, future investments will focus on content collaboration applications. Many of these applications will also be developed to serve the rapidly growing mobile environment.

- Enterprise instant messaging
- Video conferencing and webcams
- Use the web and social media to engage citizens
- Addition of social media capabilities for MeckWeb

**eGovernment Strategy: Deploy technology that facilitates employee collaboration, increasing innovation and productivity.**

## **Business Intelligence and County Data**

A data management study is needed to catalog all County data, improving its usability and sharing throughout the County. Initiatives such as document imaging and land records data warehouse have been successful, but data management needs were mentioned in practically all of the interviews:

- Expand document imaging.
- Increase data warehousing capabilities.
- Integrate GIS data with departmental applications.
- Provide information to data collection sites such as EveryBlock and Google County to keep updated information available for citizens.
- Ensure the accuracy of addressing information to support emergency responders.
- Refine backup, retention, and archival policies as legal and business needs change.
- Investigate cloud storage and other alternatives to offset the cost of storage.
- Conduct data management study to classify and document all data.

**eGovernment Strategy: Establish an enterprise business intelligence approach for improved data analysis and decision-making.**

## **Communication, Public Involvement, and Social Networking**

A team conducted research of web strategies and tactics as a parallel project to the eGovernment Strategic Plan update. The team found that the County's website is a great source for local government information, services, and applications, but it is not fully utilized. A

comprehensive Web Strategic Plan is presented as part of the overall eGovernment Strategic Plan with the following key recommendations:

- Formalize a strong web governance structure with a web manager, formally defined roles, responsibilities, and authority.
- Design website to address the needs of citizens.
- Integrate social media with website to engage citizens.
- Research web-based training solutions for employee and citizen education.
- Investigate providing applications and services in languages other than English as appropriate.

The County also has a public involvement initiative underway, MeckConnect, that involves web related strategies and tactics to accomplish its objectives.

**eGovernment Strategy: Expand communication and public engagement via the web,** including use of social networking platforms.

### **Reliability and Security of Technology**

County business operations are highly dependent on technology systems to deliver services. Therefore, it is imperative that the technology is highly available and reliable. This requires multiple layers of protection from unexpected disruptions and outages. It is mission-critical to develop processes and make the necessary investments to provide enhanced recovery and maintenance of County systems. Needs include:

- Expand use of fault tolerant hardware and software such as Storage Area Networks (SANs) for mission-critical services.
- Implement new technology to improve the County's ability to recover from disasters and failures.
- Enhance security and management capabilities to protect County data and services.
- Plan for long-term data center needs.
- Develop optimal solution for desktop software and support.
- Monitor/manage security and HVAC systems through the network.
- Consolidate servers with virtualization and SANs.

**eGovernment Strategy: Maintain a secure and reliable technology** that supports business operations and service delivery.

### **Funding and Governance of Resources**

With recent budget concerns, the County is focused on ways to better manage resources. One of the most successful eGovernment strategies is the enterprise approach for funding and

deploying technology. There are still plenty of opportunities to better align funding decisions with business priorities and to more fully leverage investments already made. In short, making good corporate decisions has never been more important, and the County must fully use the capacity of technology already acquired.

- Provide necessary funding and resources for mission-critical needs.
- Execute Project Portfolio Management (PPM) to track projects, assign resources to projects, identify project risks, and prioritize and rank projects.
- Use business process management as a corporate tool to eliminate waste and gain efficiency.
- Maximize IT technologies that have already been paid for.
- Uncover best method to combine voice/data services and unified messaging.
- Consider open source software equally with proprietary software when replacing systems or considering new applications.
- Align IT budgets with business needs of our organization.

**eGovernment Strategy: Continue a cost-effective enterprise approach** for funding and governing technology resources.

## **eGovernment Strategies & Performance Measurement**

Performance measurement is a key component of the County's Managing for Results business philosophy. As the author Jim Collins states in the follow-up monograph to his book Good to Great, "what matters is to rigorously assemble evidence – quantitative or qualitative – to track your progress." With that in mind, the eGovernment Strategic Plan calls for ongoing evaluation activities to accompany statistical measures for a better understanding of when progress and useful results are attained. (Strategies for which measures are to be developed are noted as TBD.)

**Strategy: Continue expanding employee mobility and teleworking capabilities** to give workers the same experience as though connected at the office.

### **Measures and Evaluation Activities:**

- To have 84% or more of County employees satisfied with mobile technology resources
- Focus group discussions with departments and employees regarding best practices, lessons learned
- Basic usage data (For example, number of users, applications, or devices deployed)

**Strategy: Provide anytime, anywhere access** as part of the planning, design, and delivery of services.

### **Measures and Evaluation Activities:**

- To have 84% or more of County residents satisfied with online service delivery
- Focus group discussions with citizens regarding self-service opportunities provided/launched
- Compare County online services offered via MecklenburgCountyNC.gov with a baseline of other local government service providers.
- Basic usage data (number and ratio of online transactions, adoption rate of new service)

**Strategy: Deploy technology that facilitates employee collaboration**, increasing innovation and productivity.

### **Measures and Evaluation Activities:**

- To have 84% or more of County employees satisfied with the technology necessary to perform their job
- Document leading practices, successes, and collaborative initiatives

**Strategy: Establish an enterprise business intelligence approach** for improved data analysis and decision-making.

**Measures and Evaluation Activities:**

- TBD

**Strategy: Expand communication and public engagement via the web**, including use of social networking platforms.

**Measures and evaluation activities**

- To have 100% goal attainment on awareness of County services, goals, and results
- To have 80% citizen satisfaction with input opportunities
- Basic usage data (page views, unique visitors, and followers)

**Strategy: Maintain a secure and reliable technology** that supports business operations and service delivery.

**Measures and Evaluation Activities:**

- To have 84% or more of County employees satisfied with reliability of technology

**Strategy: Continue a cost-effective enterprise approach** for funding and governing technology resources.

**Measures and Evaluation Activities:**

- Document cost savings and improved performance resulting from projects funded by the Technology Reserve

## **New Opportunities**

Within the seven key business issues, there two areas of opportunity that merit further discussion: Social Media and Business Process Management (BPM). A social media strategy is included in this plan's appendix, and a separate BPM Strategic Plan is currently under review by the County.

### **Social Media**

Social media is changing the way that we live, work, and play. Our employees use social media as do many of our customers. It is an inexpensive way to not only inform but engage with our customers.

Public sector Internet strategy has largely been driven by the pursuit of a single point of contact for citizens. Government information and services are provided online via websites under the tight control, often with the information managed by an individual agency or department. The only electronic access channel for the public is that agency's website. Public use of the Internet, however, is shifting to an environment of personal choice for the channel, device, and interaction modes that suit the individual's specific needs and preferences. The popularity of social media services such as Facebook is an example of this shift in Internet use.

Social media can take many different forms including Internet forums, weblogs, social blogs, wikis, podcasts, pictures, videos, rating, and bookmarking. Technologies include: blogs, picture-sharing, vlogs, wall-postings, e-mail, instant messaging, music-sharing, crowdsourcing, and voice over IP.

Mecklenburg County's strategy for adapting to the advent of social media and how it can help achieve corporate communication goals is included in the appendix.

### **Business Process Management (BPM)**

In 2006, IST created a BPM team to increase efficiency and productivity, make processes consistent, and improve service and product quality. Recent budget challenges have shown an increased demand for services, making process improvement even more vital to our success.

BPM is developing an enterprise approach that will make an impact on processes throughout the County. With an enterprise perspective, BPM will be able to leverage and propose common solutions which can reduce costs and improve service quality. The BPM Strategic Plan provided in the appendix provides more details about BPM.

## **Emerging Information Technology Trends**

Part of a successful plan is evaluating emerging technologies and trends that will likely impact the organization's long-term plans, programs, and initiatives. Two of the current biggest trends are Green IT and Cloud Computing.

### **Green IT**

Green IT is the study and the use of technology resources in an efficient way. Green IT begins with manufacturers producing environmentally friendly IT products. It then filters down to IT organizations that are encouraged to consider more green-friendly options like virtualization, power management, and recycling. The government has also recently proposed new compliance regulations, which would work towards certifying data centers and IT hardware as green. IST has been a Green IT advocate and practitioner for years. In 2006, IST received an EPA ENERGY STAR Award and was recognized by the Mecklenburg County Board of Commissioners for its efforts.

Examples of green IT practices include the use of e-documents, reducing travel, and teleworking. IT can also provide the analytic tools that others in the enterprise may use to reduce energy consumption in the transportation of goods or other carbon management activities.

### **Cloud Computing**

Cloud Computing allows users to load one application instead of installing a suite of software for each computer. That application would allow workers to log into a web-based service, which hosts all the programs the user would need for his or her job. Remote machines owned by another company such as Google would run everything from e-mail to word processing to complex data analysis programs. The name comes from data and applications existing on a "cloud" of web servers. Personal computers no longer have to host large software applications; they are housed through the cloud. Using an entire suite of software is as simple as using a web browser.

### **Virtualization**

Virtualization is a trend that has taken shape over the past couple of years, both on the server and desktop side. Mecklenburg County has a significant investment in server virtualization, and it has allowed the organization to grow its computing needs without having to add significant numbers of physical servers. A newer virtualization technology is Virtual Desktop Infrastructure (VDI). VDI allows an end user's workstation environment to be virtualized on a central set of servers. By centralizing the user's desktop environment, it enables the user to access their desktop anytime, anywhere and makes it more possible to continue service during a disaster. VDI also allows the desktop environment to be more consistent across the enterprise and many organizations are able to realize a reduction in support and help desk demands.

Appendix A

**Current Performance (Corporate Scorecard View)**

<b>2015 Performance Goals</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
<p><b>Customer Satisfaction</b></p> <p>To have 80% or more of County residents satisfied direct and online service delivery</p>	-	88%	86%	86%
<p><b>Public Awareness</b></p> <p>To have 100% goal attainment on awareness of County services, goals and results</p>	129%	94%	105%	108% of target achieved
<p><b>Citizen Satisfaction: Input Opportunities</b></p> <p>To have 80% citizen satisfaction with input opportunities</p>	-	60%	61%	66% satisfaction rating
<p><b>Employees per Capita</b></p> <p>To optimally manage demands for service at or below the per capita average for North Carolina benchmark jurisdictions</p>	-	-	Meck: 604 Benchmark: 646	Meck: 597 Benchmark: 645
<p><b>Employee Access to Information</b></p> <p>To have 80% or more of County employees satisfied with internal communication and access to information necessary to perform job</p>	78%	78%	83%	86% satisfaction rating
<p><b>Employee Technology Resources</b></p> <p>To have 80% or more of County employees satisfied with technology related resources</p>	85%	84%	86%	88% satisfaction rating
<p><b>Percentage Property Tax Revenue</b></p> <p>To have 51% or less of County revenue from property taxes</p>	57%	58%	59%	63%



**eGovernment Projects/Initiatives**

<b>eGov Strategy</b> - Initiative	<b>Lead</b>	<b>Start</b>	<b>Funding Needed</b>
<b>Continue expanding employee mobility and teleworking capabilities</b> to give workers the same experience as though connected at the office.			
- Continue expanding remote capabilities.	IST	Ongoing	TBD
- Increase virtual PC capacity and capabilities.	IST	Ongoing	Yes
- Work towards device independence by offering services on iPhones, BlackBerrys, and other smartphones.	IST	Ongoing	Yes
- Investigate GPS technology for County cell phones to locate workers. *Utilize GPS to provide turn-by-turn directions.	IST/GIS	FY10	TBD
	IST/GIS	FY11	TBD
- Provide electronic document storage through imaging, SharePoint, and other services. *Continue the DSS Mobile Data Units project.	IST	Ongoing	Yes
	IST	Ongoing	No
<b>Provide anytime, anywhere access</b> as part of the planning, design, and delivery of services.			
- Work with departments to determine additional services for automation.	IST	FY10	No
- Work with LUESA to complete the Digital Plan Review and Submittal project.	LUESA/ IST	Ongoing	No
- Complete the DSS Online Application project.	IST	FY10	No
- Implement online authorizations and electronic signatures.	IST	FY10	Yes
- Provide services at satellite locations.	RES/IST	FY10	TBD
- Pursue enterprise bill pay system for all County applications and services.	SOI/IST	Ongoing	Yes
- Expand wireless access.	IST	Ongoing	TBD
<b>Deploy technology that facilitates collaboration, increasing innovation and productivity.</b>			
- Upgrade to the latest version of Microsoft SharePoint and enable its social media tools.	IST/PSI	Ongoing	Yes

- Engage residents through phone notifications, social media, the web, etc. *Expand use of "Reverse 911" (Communicator NXT and GeoNotify).	IST/GIS	Ongoing	No
- Use instant messaging, video conferencing, streaming videos, webcams, and other technologies.	GIS/IST	Ongoing	Yes
- Integrate AddressOne, ParcelSync, and AssessPro.	IST	Ongoing	No
- Implement County Stormwater Flood Mitigation Database Management System.	GIS	FY10	Yes
- Develop Office of the Tax Collector Business Tax Mapping System.	GIS/IST	FY10	TBD
	GIS	FY10	TBD
<b>Establish an enterprise business intelligence approach for improved data analysis and decision-making.</b>			
- Improve data warehousing capabilities through projects such as the Criminal Justice initiative. *Implement tools needed for Data Warehousing needs. *Complete Criminal Justice Data Warehouse project. *Complete YFS Data Warehouse project.	IST	Ongoing	Yes
- Provide enterprise data integration tool.	IST	FY10	Yes
- Integrate GIS data with departmental applications.	IST	FY10	No
- Research and provide a method to document what County data exists, where it is located, and how it can be used and classified.	IST	FY11	TBD
- Complete the imaging project.	IST/GIS	Ongoing	TBD
- Approve and implement the BPM Strategic Plan.	IST	FY10	TBD
- Provide information to data collection sites such as EveryBlock and Google to keep updated County information available for citizens.	IST	Ongoing	No
- Update Base (Framework) Geospatial Data	EEG/IST	FY10	No
*LiDAR	IST/GIS	Ongoing	No
*Orthophotography	GIS	FY10	Yes
*Oblique Photography	GIS	FY10	Yes
	GIS	FY10	Yes
	GIS	FY10	Yes
<b>Expand communication and public engagement via the web, including use of social networking platforms.</b>			
- Approve and implement the County's Web Strategic Plan.	EEG/PSI	FY10	No
- Increase use of social media tools like Facebook, YouTube, LinkedIn, Twitter, and others.	PSI	FY10	No
*Approve and implement the County's Social Media Strategy.	EEG	FY10	No
- Complete the CharMeck.org upgrade.	IST/PSI	Ongoing	No
- Research web-based training solutions for employees and citizen education.	IST/PSI	FY10	No
- Complete POLARIS 3rd generation.	GIS	FY10	TBD

- Complete Economic Development GIS Application in partnership with the Charlotte Chamber.	GIS	FY10	No
<b>Maintain a secure and reliable technology</b> that supports business operations and service delivery.			
- Develop a plan for long-term data center needs.	IST	Ongoing	TBD
- Continue investigating Voice Over IP (VOIP) and deploying in new locations as feasible.	IST	Ongoing	TBD
- Investigate implementing unified messaging.	IST	Ongoing	TBD
- Evaluate and deploy cloud computing software and infrastructure solutions. *Investigate online offerings for Exchange & SharePoint. *Investigate Microsoft's online development environment.	IST	Ongoing	TBD
	IST/GIS	FY11	Yes
*Utilize online fax service.	IST	FY10	Yes
- Develop optimal solution for desktop software and support, potentially including Windows 7.	IST	FY10	TBD
- Conduct joint telephony system study with the City of Charlotte to determine Centrex replacement.	IST & City	FY10	TBD
- Use best practices in IST such as Information Technology Infrastructure Library (ITIL) and Continuous Process Improvement (CPI) to standardize work processes, improve efficiency, and enhance customer service.	IST	Ongoing	No
- Monitor and manage security and HVAC systems through the network.	IST	FY10	Yes
- Continue to leverage open source software and open mapping APIs (Google Maps, Microsoft Bing, etc.).	GIS	Ongoing	No
<b>Continue a cost-effect enterprise approach</b> for funding and governing technology resources.			
- Execute Project Portfolio Managements (PPM) to track projects, assign resources to projects, identify project risks, and prioritize and rank projects.	IST	Ongoing	No
- Provide necessary funding and resources for mission-critical needs.	EEG	Ongoing	Yes
- Use business process reengineering to eliminate waste, gain efficiency, and improve services.	IST/SOI	Ongoing	No

## **eGovernment 2005 Strategic Plan Results**

- IT Consolidation
- Consolidation of Three Help Desks
- Establishment of Customer Relationship Management (CRM) Function
- Establishment of Business Process Management Service
- Outsourcing of Remaining Mainframe Services to State
- Outsourcing of Primary Data Center to Hosted Solutions
- IKON Multi-Function Machine/Print Joint Agreement With City
- Upgraded PC Inventory to Allow All PCs to Run Latest Software
- Implementation of New E-mail System (Outlook)
- Implementation of Active Directory
- Introduction of BlackBerry Mobile Devices
- Wireless WiFi Installations at County Facilities
- SharePoint Rollout
- Budget System Replacement (AMS Brass Budget)
- Financial System Replacement (AMS Advantage)
- Server and Storage Consolidation With SAN/Virtualization Technology
- Standardized Desktop Image
- Intrusion Detection System (Security for the Internet)
- E-mail Spam Filtering
- Instant Messaging (Microsoft LCS)
- Redundant Network Switching/Routing at CMGC
- New Courthouse Infrastructure
- Privilege License System
- Tax Collections eCheck Payment
- Groundwater Bridge Project
- BOCC Board Appointments Application
- Election Data Management
- Master Address Viewer
- DSS Transportation System (StrataGen)
- AMH Billing Solution Savings
- Self-Facilitation for Code Enforcement
- MeckVet

## **eGovernment 2007 Strategic Plan Results**

- Enterprise Document Imaging
- Office 2007 Upgrade
- New Voicemail System
- New Telephony Call Center System
- Establishment of Disaster Recovery Site in Durham
- Development of Business Continuity Plans by Departments
- Expanded Business Process Management Services
- ISSI Child Welfare
- Tax System Replacement
- Pre-Trial Case Management
- Appraisal Process Improvements
- BlackBerry Mobile Device Expansion
- Wireless and WiFi Expansion
- Expanded Remote and Teleworker Capability
- Upgraded PC Inventory to Allow All PCs to Run Latest Software
- Negotiated New IKON Multi-Function Machine/Print Contract
- Web Strategic Plan
- Social Media Strategy
- DSS IT Division Consolidated in IST
- Register of Deeds Infrastructure Consolidated in IST
- SAN/Virtualization Expansion
- EmailXtender (provides unlimited mailbox size)
- DiskXtender (moves infrequently used files to lower cost storage)
- CharMeck.Org Upgrade
- Voice Over IP at Woodard Center and Medical Examiner's Office
- Video Conferencing Centers
- AMH Provider Services Organization System
- Just One Call Web
- Case Management System at Medical Examiner
- Information Technology Infrastructure Library (ITIL)
- Security Dashboard
- Security End-point Scanning (increased security for remote desktops)
- Security Vulnerability Audit Assessment
- Unified Messaging Pilot (voicemail integrated with e-mail inbox)
- Purchase of Project Portfolio Management System