

**Transparency and Accountability for Decisions Goal - 2008 Highlighted Achievements**

*IT Reorganization*

Successful completion of this program is critical to enable the delivery of efficient, stable, reliable, consistent and cost effective technology countywide. As such, it becomes the foundation for all other technology initiatives within the county. Key achievements in this area are:

*Organization Transition*

- Established Joint Labor Management for IT (JLMIT) committee. JLMIT represents the Executive branch IT coalition of labor unions and consists of shop stewards from each department in the Executive branch along with IT management, HR and labor relations. JLMIT meets regularly to discuss plans, issues, concerns and to get buy-in on activities related to work of the organization transition.
- Contracted with organizational development consulting firm that specializes in organizational design and development. This firm completed an organizational assessment of the IT organizations in the Executive branch and developed a new IT organization structure. This significant undertaking addressed the key assessment findings into the new IT organization structure. All levels within the Executive branch were involved in the review process and agreed to move forward with the new organization structure for IT. The Organization Restructure Plan for Executive Branch IT is available on the IT Reorganization web page at [http://kcweb.metrokc.gov/oirm/news/communication/KCIT\\_Exec\\_Branch\\_Org%20Structure&Plan-032008.pdf](http://kcweb.metrokc.gov/oirm/news/communication/KCIT_Exec_Branch_Org%20Structure&Plan-032008.pdf)
- Completed development of transition work program. This work program is the result of inputs received from key department representatives in the Executive branch and is being used to guide the complex and time-consuming work currently being undertaken by Executive branch departments on transition planning.
- Established transition steering committee comprised of representatives appointed by each Executive branch department director to coordinate all activities related to the transition and to regularly communicate with IT staff and the business, and ensure that work force concerns, suggestions and feedback are addressed. Various types of employee meetings have occurred during the past year to voice issues and answer questions. More than 500 people attended the Executive branch all IT staff meetings held this year.
- Established cultural change plan and work program which is the result of input received from Executive branch IT staff and managers. This has resulted in leadership workshops for the CIO management team and the establishment of the rapid response improvement process which includes line staff in Executive Branch IT.
- Established communication plan with the objective to regularly communicate information to employees on various IT Reorganization activities and events. A variety of communication media have been implemented as part of this plan and can be found on the IT Reorganization web page: [http://kcweb.metrokc.gov/oirm/news/it\\_reorg.aspx](http://kcweb.metrokc.gov/oirm/news/it_reorg.aspx). An external consulting firm specializing in internal communications has been contracted with to augment this plan and to provide assistance to ensure that employees are kept up-to-date on transition activities that are underway and other events requiring their participation. Although not completed, an employee suggestion tool is being implemented to allow employees to propose ideas on how the new IT organization can be effective.
- CIO successfully recruited key positions for decentralized services in the IT organization and put in place the head IT manager (also known as the IT Service Deliver Manager) in DOT, DNRP,

DPH, DDES, DCHS, DES and DAJD. In addition, the CIO put in place key senior-level managers in various central IT service functions.

*Service Delivery Improvements (previously known as Enterprise Architecture)*

- Developed service delivery plan for each decentralized IT service organization in each Executive branch department. This plan is intended to be the service delivery commitment in each department and is used by the head IT manager to ensure service commitments are achieved. In the central IT organization, service delivery metrics for service delivery commitments were put in place that complement the department service delivery plans.
- CIO established a quarterly operational review with each Executive branch department director based on commitments in the service delivery plan in the areas of incident response, scheduled availability, service delivery, management responsibility, and accountability.
- IT performance metrics defined, developed and implemented for IT service in each Executive branch department and were incorporated into IT performance measurements during the past year.
- Implemented change management process that oversees the approval for all changes to the countywide technology production environment (business applications, county network, county desktops, county datacenter). The objective of this process that was not previously in place is to ensure that changes implemented in the production environment are intentional, will have only the intended effect, are coordinated and well-planned.

*Technology Opportunities*

- Established streamlined help desk model that provides a consistent method to report problems and request assistance from IT. This is on target for completion pending the 2008 supplemental appropriation.
- Established infrastructure that allows alternate workstations, such as thin client devices, to replace desktop PC – currently this is available for up to 250 users with planned expansion to occur when PCs are replaced.

**Overall Progress Against Strategic Initiatives**

The following status is provided in connection with the strategic objectives identified for the Transparency and Accountability for Decisions Goal. This information was compiled through July 2008.

Outcomes that are in process will continue to be worked on in 2009. Those that have been placed on hold either no longer make sense or are not planned to be funded in 2009 and will remain on hold.

| <b>Strategic Objectives 3.1 – 3.3</b> |              |                           |                            |                         |
|---------------------------------------|--------------|---------------------------|----------------------------|-------------------------|
| <b>Appropriated</b>                   | <b>Spent</b> | <b>Outcomes Completed</b> | <b>Outcomes In Process</b> | <b>Outcomes On Hold</b> |
| \$1.3M                                | \$517K       | 7                         | 5                          | 6                       |

**Efficiency Goal - 2008 Highlighted Achievements**

**Enterprise Applications**

Several accomplishments were achieved this year in the support of the consolidation of HR, financial and budget systems and the associated process standardization and improvements that will accompany this consolidation.

- High level business plan and design

- Detailed implementation plan and updated cost/benefit analysis
- Several technical system upgrades and conversions required prior to final system consolidation

There were also accomplishments against our Law, Safety and Justice Integration initiative:

- The county received the following awards for the Ingress Security Portal (an environment that enables smooth and secure sharing of information among law enforcement, judicial and executive departments regionally)
  - CIO 100
  - NaCo Achievement Award
  - Digital Government Achievement Award
- The implementation of BARS; an application that enhances the accurate and efficient booking and referral activity for King County and other regional agencies.

### Standardized IT Practices

Progress has been made in several areas related to process standardization including:

- Implementation of several Network and Security & Privacy policies, standards, and guidelines.
- Tuning of standardized project management tools, methodology, and practices.
- Updated and improved Security Incident Response Plan to consistently address information security events.

### Overall Progress Against Strategic Initiatives

The following status is provided in connection with the strategic objectives identified for the Efficiency Goal. This information was compiled through July 2008.

Outcomes that are in process will continue to be worked on in 2009. Those that have been placed on hold either no longer make sense or are not planned to be funded in 2009 and will remain on hold.

| <b>Strategic Objectives 1.1 – 1.9</b> |              |                           |                            |                         |
|---------------------------------------|--------------|---------------------------|----------------------------|-------------------------|
| <b>Appropriated</b>                   | <b>Spent</b> | <b>Outcomes Completed</b> | <b>Outcomes In Process</b> | <b>Outcomes On Hold</b> |
| \$25.4M                               | \$16.6M      | 24                        | 10                         | 19                      |

### Public Access and Customer Service - 2008 Highlighted Achievements

#### *Kingcounty.gov*

We continue our transition from [www.metrokc.gov](http://www.metrokc.gov) to [www.kingcounty.gov](http://www.kingcounty.gov). By the end of this process, we will provide King County citizens with a consistent and easy-to-navigate on-line presence.

The County website was awarded 5<sup>th</sup> place in the Center for Digital Government ‘Best of the Web’ competition.

### Overall Progress Against Strategic Initiatives

The following status is provided in connection with the strategic objectives identified for the Public Access and Customer Service Goal. This information was compiled through July 2008.

Outcomes that are in process will continue to be worked on in 2009. Those that have been placed on hold either no longer make sense or are not planned to be funded in 2009 and will remain on hold.

| <b>Strategic Objectives 2.1 – 2.2</b> |              |                           |                            |                         |
|---------------------------------------|--------------|---------------------------|----------------------------|-------------------------|
| <b>Appropriated</b>                   | <b>Spent</b> | <b>Outcomes Completed</b> | <b>Outcomes In Process</b> | <b>Outcomes On Hold</b> |
| \$1.4M                                | \$641K       | 4                         | 1                          | 6                       |

## **Risk Management - 2008 Highlighted Achievements**

There were several accomplishments related to the Risk Management goal:

- Completed initial planning and infrastructure build-out for IT business continuity needs. Key roles and responsibilities were assigned to staff, and initial drills were conducted.
- Implemented the county's initial IP Telephony as part of the new Chinook Building's standard features.
- Completed short- term planning to stabilize and improve the viability of the county's Institutional Network (I-Net). Responded to Council proviso to provide a strategic plan for I-Net.
- Implemented a network environment that is more stable and ensures quicker resolution times when problems do occur.

### **Overall Progress Against Strategic Initiatives**

The following status is provided in connection with the strategic objectives identified for the Risk Management Goal. This information was compiled through July 2008.

Outcomes that are in process will continue to be worked on in 2009. Those that have been placed on hold either no longer make sense or are not planned to be funded in 2009 and will remain on hold.

| <b>Strategic Objectives 4.1 – 4.4</b> |              |                           |                            |                         |
|---------------------------------------|--------------|---------------------------|----------------------------|-------------------------|
| <b>Appropriated</b>                   | <b>Spent</b> | <b>Outcomes Completed</b> | <b>Outcomes In Process</b> | <b>Outcomes On Hold</b> |
| \$12.7M                               | \$7.8M       | 19                        | 7                          | 3                       |