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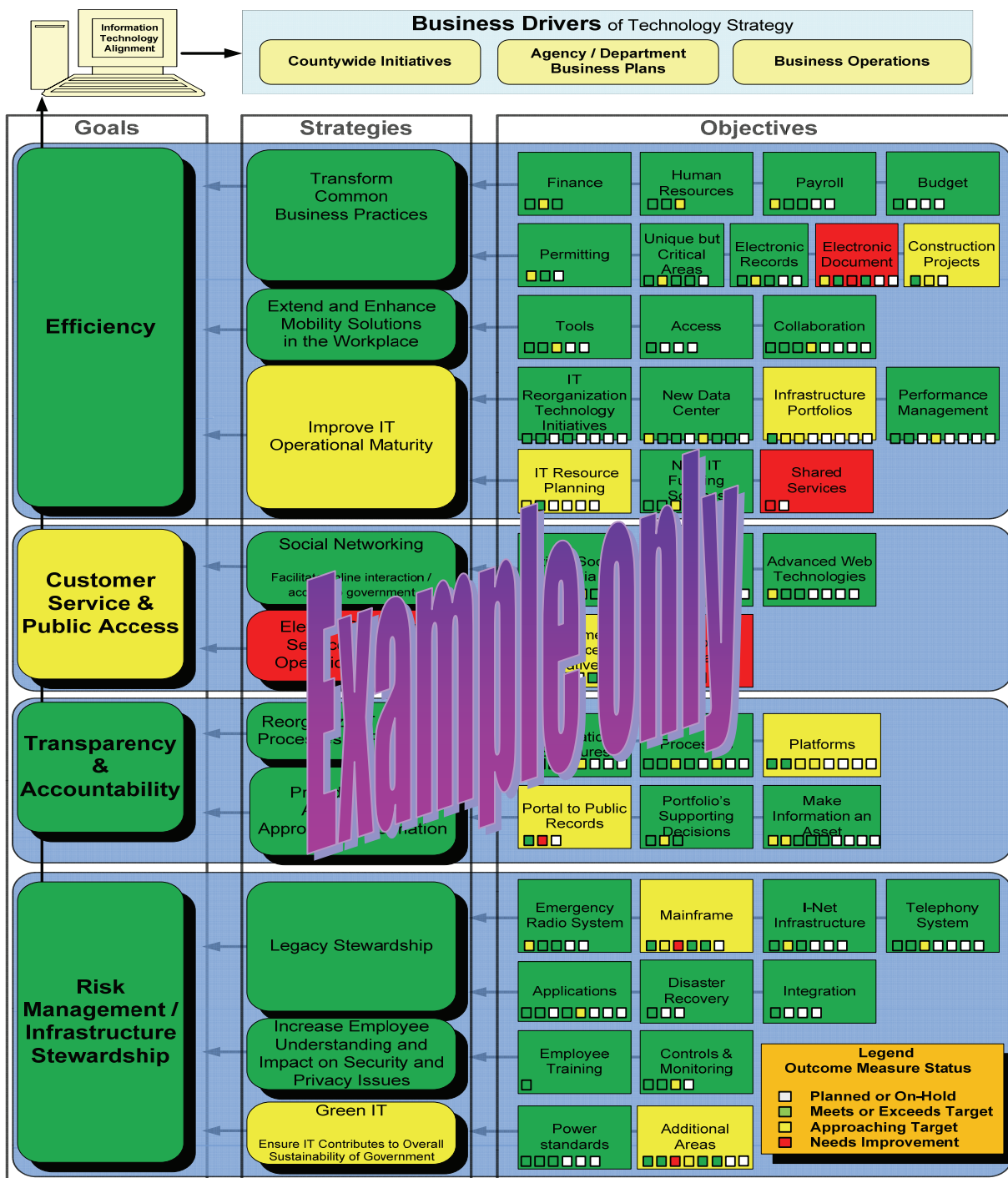
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APPENDIX A – GOALS, STRATEGIES, AND OBJECTIVES SCORECARD

This is an example only, not intended to show real progress. The small boxes within the objectives indicate outcome measures that are detailed in Appendix B.

King County's Strategic Technology Plan 2009-2012 - SAMPLE Scorecard





APPENDIX B – OBJECTIVES DETAILS

Goal #1 - Efficiency

Strategy 1.1 – Transform Common Business Practices

OBJECTIVE 1.1.1 – SUPPORT AND ENABLE THE TRANSFORMATION OF FINANCE BUSINESS PROCESSES

Description

This effort will transform financial business processes throughout the county.

Approach

Streamline, standardize, and integrate finance business processes with countywide practices and systems. This enhances the county’s ability to provide more effective and efficient services to King County residents.

Outcome Measures

- 2010 Finance related benefits are committed to and documented for each department and agency
- 2011 Countywide finance system, Oracle EBS, available and used countywide
- 2012 Identified legacy financial systems removed from the mainframe

OBJECTIVE 1.1.2 – SUPPORT AND ENABLE THE TRANSFORMATION OF HUMAN RESOURCES BUSINESS PROCESSES

Description

This effort will transform human resources business processes throughout the county.

Approach

Streamline, standardize, and integrate human resources business processes with countywide practices and systems. This enhances the county’s ability to provide more effective and efficient services to King County residents.

Outcome Measures

- 2010 Begin using PeopleSoft Human Capital Management (HCM) version 9 for countywide use
- 2010 Human resource related benefits are committed to by departments
- 2012 Identified legacy human resource systems removed from the mainframe

**OBJECTIVE 1.1.3 – SUPPORT AND ENABLE THE TRANSFORMATION OF PAYROLL BUSINESS PROCESSES****Description**

This effort will transform payroll business processes throughout the county.

Approach

Streamline, standardize, and integrate payroll business processes with countywide practices and systems. This enhances the county's ability to provide more effective and efficient services to King County residents.

Outcome Measures

- 2010 Payroll related benefits are committed to by departments
- 2011 Group 1 begins using PeopleSoft payroll, time capture, and new labor distribution
- 2011 Group 2 begins using PeopleSoft payroll, time capture, and new labor distribution
- 2012 Group 3 begins using PeopleSoft payroll, time capture, and new labor distribution
- 2012 Identified legacy payroll systems removed from the mainframe

OBJECTIVE 1.1.4 – SUPPORT AND ENABLE THE TRANSFORMATION OF BUDGET BUSINESS PROCESSES**Description**

This effort will transform budget business processes throughout the county.

Approach

Streamline, standardize, and integrate budget business processes with countywide practices and systems. This enhances the county's ability to provide more effective and efficient services to King County residents.

Outcome Measures

- 2009 Budget business process review completed
- 2010 Commit to budget related benefits at department level
- 2011 Begin implementation of Cognos Budget System utilizing an integration vendor
- 2012 Begin using Cognos Budgeting System for the 2013 budget process

OBJECTIVE 1.1.5 – SUPPORT AND ENABLE THE TRANSFORMATION OF PERMITTING BUSINESS PROCESSES**Description**

This effort will ensure that the information technology tools needed to support inter-agency **permit** business process transformation are implemented, tuned, and available to support planned business process changes throughout the county.



Approach

The Department of Development and Environmental Services must replace its current permitting system due to lack of vendor support and inability to meet business needs. As they look to replace their system, they will take a countywide approach in order to provide a permitting process that can be used by other agencies who also issue permits.

Outcome Measures

- 2009 Permitting software selected and purchased
- 2011 Permitting solution implemented and issuing inter-agency permits for initial user group
- 2012 Permitting solution utilized by additional departments/areas

OBJECTIVE 1.1.6 – SUPPORT AND ENABLE THE TRANSFORMATION OF UNIQUE BUT CRITICAL BUSINESS PROCESSES

Description

While the focus of the strategy to support the transformation of business functions is primarily on common functions, there are several unique business functions that are also of critical importance for the county in delivering services to the public. Several of these business functions must transform their business processes.

Approach

Identify critical business functions with business need or opportunity. Determine technology contribution to the transformation opportunity. Deliver needed technology changes in concert with business process re-design and implementation.

Outcome Measures

- 2009 Transition county to full vote-by-mail processing on all elections
- 2009 Introduce ballot envelop tracking
- 2010 Automated handling of voter registration and other mail to elections
- 2010 Expanded sector utilization by Sheriff (photo ticketing)
- 2012 Evaluation/recommendation on how to process expected ticketing impact related to 520 tolling
- Beyond 2012 More transparent flow of information within justice agencies
- Beyond 2012 Encourage regionalization of emerging law enforcement tools



OBJECTIVE 1.1.7 – STANDARDIZE ELECTRONIC RECORDS MANAGEMENT

Description

The vast majority of records are now created on PCs or workstations. Applications such as e-mail, Microsoft Word, Adobe Acrobat, etc., are used to create records which may never be translated into a hard copy document through a printer. The volume of documents stored electronically and the options available to employees for storing these records have resulted in a dramatic increase in the complexity surrounding management of documents. Long-term storage issues have presented employees with new challenges in records management.

A consistent approach and supporting tools that provide the ability for employees to easily and appropriately designate electronic documents as records will improve countywide compliance with records laws while also improving access to stored electronic records.

Approach

A lot of progress has been made toward implementing a standardized electronic records management system and related processes. A software application, Computer Associate’s Records Manager (also called FileSurf) has been selected, configured, tested, and is rolling out to initial users in 2009. The approach is to roll out initial functionality incrementally to additional users from 2009-2011. As this rollout is occurring, additional functionality will be added and distributed to existing users or combined with future rollouts. Additional functionality includes a Web management component and an imaging component.

Outcome Measures

- 2009 Facilities Management, FBOD, and DES department director’s office using ERMS
- 2010 Implement web management component of ERMS
- 2010 Remaining DES divisions, PAO, Executive, and Council using ERMS
- 2010 All remaining departments/agencies using ERMS for CORE (common) e-records management
- 2010 Implement digital imaging component of ERMS (certified by state)

OBJECTIVE 1.1.8 – STANDARDIZE ELECTRONIC DOCUMENT CREATION AND STORAGE

Description

Knowledge workers throughout King County draft, create, revise, edit, and publish documents as one of their primary activities and means of communicating information, plans, decisions, and other information. The widespread involvement in this function across the county provides an opportunity to improve productivity and reduce costs by utilizing standard tools and processes. This is especially true as we learn new ways of collaborating on document development that have been enabled by the shifting of most documents into electronic format and the increased ability to access those documents from any location at any time.



Approach

While some initiatives are already under way related to improve our ability to collaborate and access electronic documents, initial efforts will focus on creating strategies in order to align and direct related efforts across the county. Strategies related to what is a document (versus data), how it should be stored and accessed, and how we work together when using documents are needed. Once strategies have been defined, effort will be turned toward achieving those strategies.

Outcome Measures

- 2010 Collaborative document creation, editing, storage, and viewing tools available for countywide use
- 2010 Countywide eDocument strategy created including how/when documents can/should function as data repositories
- 2010 Create plan to increase the utilization of electronic forms and to reduce overall usage of paper forms
- 2011 Evaluate cloud and other opportunities related to electronic document creation and access
- 2011 Establish any needed policies/standards/guidelines/processes and/or standard contracts/tools for document management
- 2012 Pilot any recommendations from evaluation of cloud and other types of electronic document handling
- 2012 Publish conversion approach/plan to migrate county into compliance with eDocument policies

OBJECTIVE 1.1.9– STANDARDIZE THE MANAGEMENT OF CONSTRUCTION PROJECTS TO THE EXTENT POSSIBLE

Description

Many agencies and departments throughout King County perform large construction projects. While the type of projects may vary, the need for a consistent approach to how they are managed and communicated about is common to all.

Approach

Standard processes and procedures will be identified in initial pilot organizations and expanded to others based on results. These processes will remain at a very high level so that they can be consistently followed across dissimilar types of construction projects.

Outcome Measures

- 2010 Construction project management system implemented in FMD
- 2010 Assess and recommend feasibility of implementing FMD construction management system in additional organizations
- 2011 Consistent reporting and documentation of construction projects countywide



Strategy 1.2 – Extend and Enhance Mobility Solutions in the Workplace

OBJECTIVE 1.2.1 – EXPAND MOBILE OFFICE TOOLS AND SUPPORT

Description

Allow the mobile portion of King County's work force access to the tools and information needed to perform their work tasks.

Approach

This can be accomplished either by enabling them to carry their 'office' with them, by providing instant access to their 'office' remotely, or by a combination of these two options. Exactly how this is done will depend on the needs of the worker, along with the logistics of the technologies, processes, and information involved. Solution providers directly supporting business users must assess the needs of their customers and create solutions that incorporate common tools for accessing and collaborating on their files. Common tools are addressed in Objectives 1.2.2 and 1.2.3.

Outcome Measures

- 2009 Expand usage of remote booking and referral filing to Sheriff's Office
- 2011 Provide reliable VPN access to PAO in courtrooms
- 2011 Wireless applications enable remote permit processes
- 2011 Improved security mechanisms for mobile equipment containing sensitive data
- 2012 Expand access to criminal activity reporting to Sheriff's deputies in the field

OBJECTIVE 1.2.2 – PROVIDE RELIABLE REMOTE ACCESS

Description

A robust wide area network provides access to all county applications and data to most King County offices. Extending this access outside of the office buildings to any location with Internet access greatly increases the ability of our workforce to perform needed activities when and where it makes the most sense.

Having remote access to the majority of the electronic tools and information that an employee has available to them when they are in their office enables significant opportunities to improve productivity, communication, and collaboration.

Approach

Provide robust and external access for county employees through the Internet to the King County Wide Area Network (KCWAN). Ensure that this connectivity is safe and secure. Provide other point solutions that enable similar access at locations without Internet or KCWAN access.

Outcome Measures

- 2009 Existing compatibility issues with remote connectivity resolved
- 2010 Evaluate the need for expanding public wireless networks and video conferencing to key areas
- 2010 Increase hours of access to court files
- 2012 Establish video appearance capability in courtrooms



OBJECTIVE 1.2.3 – ENABLE INCREASED INFORMATION SHARING AND COLLABORATION

Description

While objective 1.2.2 is focused more on connectivity, this objective is focused on collaboration. Once we have connectivity, how do we take advantage of that connectivity to work more effectively with others? This objective focuses on realizing improved collaboration throughout the county by providing tools that enable collaboration in differing ways.

This objective extends the individual’s capability of accessing information provided in 1.2.2 to the individual’s ability to work effectively with others when they are not located in the same room.

Approach

Identify and implement tools that take advantage of connected users to improve their ability to work with each other.

Outcome Measures

- 2009 District Court Knowledge Center replaces existing file sharing utilizing SharePoint
- 2010 Online collaboration/sharing tool implemented and available to all departments/agencies (SharePoint MOSS 2007)
- 2010 Departmental utilization of collaboration tools meets year 1 projections
- 2010 Evaluate and recommend usage of various social media tools that encourage collaboration focused on accomplishing job functions/tasks
- 2010 Plan approved for online meeting tool available for all employees to conduct remote meetings
- 2011 Online meeting tool available for all employees to conduct remote meetings
- 2012 Online meeting tool available for King County hosted meetings with external participants
- 2012 Explore/evaluate and report on online presence and communication tools

Strategy 1.3 – Improve IT Operational Maturity

OBJECTIVE 1.3.1 – SUCCESSFULLY EXECUTE IT REORGANIZATION PROGRAM TECHNOLOGY INITIATIVES

Description

Completing the technology initiatives that have been identified for the IT Reorganization Program will have a significant impact upon the IT organizations maturity level within the Executive Branch. The standard processes and tools that have been identified for similar functions will have a significant impact on operational maturity

Approach

Execute the IT Reorganization Program and its technology projects in the Executive Branch. Extend related benefits to separately-electeds based on an evaluation and recommendation to extend reorganization once implemented in the Executive Branch.

**Outcome Measures**

- 2009 Establish maturity framework and methodology to be utilized in assessing maturity
- 2009 Implement enterprise service desk portal
- 2009 Integrated change management process for Executive Branch
- 2009 Implement consolidated service desk system & processes at initial location
- 2009 Offer server virtualization service countywide
- 2009 Standard remote desktop administration tools piloted
- 2010 Create desktop administration processes, policies, and standards for use throughout the Executive Branch
- 2010 Implement Thin Client adoption per 2010 budget plans
- 2010 Migrate all Executive Branch departments to standard LAN operating system (Novell to Windows)
- 2010 Migrate county desktops to Windows 7
- 2010 Consolidated service desk system and processes selected and implemented in all Executive Branch departments
- 2011 Adoption of desktop administration tools and processes countywide

OBJECTIVE 1.3.2 – MAXIMIZE THE VALUE FROM NEW DATA CENTER**Description**

In 2007, King County's lease for its primary data center expired, triggering additional penalty payments each month after that date. After several failed attempts, a state-of-the-art, tier-3 data center lease was finally signed in 2008 for initial occupancy in 2009. While the primary short-term driver for moving to a new data center had been to exit the current location and honor our contractual obligations, the strategic focus going forward needs to be on maximizing the value to the county from this powerful new asset by significantly reducing the risk of business interruption due to infrastructure failure and improving standard operational practices.

**Approach**

Recent discussions with our strategic advisory council identified a three phased approach to improve technology operations throughout the county by effectively utilizing the new data center:

- Move all equipment from the primary and auxiliary data centers into the new data center.
- Move remaining Executive Branch equipment in the new data center from other non-data center locations, where feasible.
- Move remaining county equipment into the new data center, where feasible.

In addition to this approach, equipment should be consolidated onto similar physical and virtual servers once inside the data center (or in phases 2 and 3, as they are moved into the data center) in order to minimize the footprint required, maximize the utilization of resources, and reduce the replacement costs required for equipment.

A final component of the approach is to treat the data center more like a business providing services to customers who need to run their applications

Outcome Measures

- 2009 New data center selected/implemented utilizing environmental best practices
- 2009 All equipment located in SMT and auxiliary data centers moved and working in new data center
- 2009 Establish initial, enforceable server policies and standards for Sabey data center
- 2010 Establish full set of enforceable server policies and standards for Sabey data center
- 2010 Data center bandwidth monitored for acceptable application response times
- 2010 Develop a catalogue of services for data center
- 2011 Create data center capacity management plan including expected future migration of equipment into the data center
- 2011 All Executive Branch server equipment located in tier-3 data center, where feasible
- 2012 Data center fully operated as an internal business providing multiple services to various county customers

**OBJECTIVE 1.3.3 – IMPROVE INFRASTRUCTURE PLANNING AND EXECUTION THROUGH PORTFOLIOS****Description**

A technology portfolio will provide King County with the ability to integrate, visualize, and analyze the effects of technology planning and investment control across multiple IT asset categories such as projects, applications, infrastructure platforms, and data components within the enterprise architecture. Policies and services should also take advantage of a portfolio approach. Once the portfolio management processes are developed and the portfolio repositories populated, the county will be able to:

- Manage the linkage of initiatives to functions and goals
- Coordinate technology assets and resources
- Analyze the effects of funding changes
- Analyze the effects of changes in architecture
- Better understand the interdependencies between initiatives
- Manage the linkage between agency-level architecture and the county enterprise architecture.

Approach

The approach is to start building portfolios one at a time, and then move on to the next category once an individual portfolio is in place. As part of building a portfolio, the processes surrounding how that portfolio is updated and maintained must also be created and implemented. This includes any policies, standards, and guidelines related to the portfolio. An additional part of the process should be to include the introduction of portfolio design reviews, where projects ensure that planned changes to a portfolio are reviewed early in the design of their projects.

Central oversight for building and maintaining portfolios will be provided by central governance from the planning function.

Outcome Measures

- 2009 Standard asset management tool implemented and utilized
- 2009 Publish initial departmental strategic technology plan in DAJD in alignment with the countywide strategic technology plan
- 2010 – 2012 Technology portfolios implemented – 2 per year (applications, infrastructure/hardware platforms, data, policies, services, projects)
- 2011 Portfolio analysis incorporated into planning processes
- 2011 Standard review process defined/implemented for IT projects that add assets to portfolios
- 2011 Roads assets consolidated (through new RCAMM system)
- 2011 Publish additional departmental/agency strategic technology plans in alignment with the countywide strategic technology plan
- 2011 Automate the collection of hardware and software asset information
- 2012 Evaluation of future technologies and their impact upon existing portfolios incorporated into annual portfolio reviews

**OBJECTIVE 1.3.4 – MOVE FROM PERFORMANCE MEASUREMENT TO PERFORMANCE MANAGEMENT****Description**

Performance measurement has been successfully institutionalized for IT operations and projects as a result of prior strategic technology plans and supporting initiatives. Now, IT must turn its efforts to taking advantage of the performance measurement tools and information that is now available. Effectively utilizing the information that is now available to make decisions and improve operations and service delivery will improve overall IT performance

Approach

To manage IT services by evaluating performance information and making timely course corrections in areas that are not achieving expected service levels. Then, to monitor resulting performance results to determine if course corrections worked, or if additional correction/tuning is needed.

Outcome Measures

- 2009 Develop and implement Executive Branch IT mission statement
- 2009 Institute quarterly reviews of service levels delivered between provider and customer
- 2009 Establish standard IT employee satisfaction surveys
- 2009 Establish standard IT customer satisfaction surveys
- 2010 Maximize the capabilities of on-line reporting for use in performance management related to availability and customer service
- 2010 Define service levels for all IT services
- 2010 IT service catalogue available on Intranet
- 2010 Implement Strategic Technology Plan performance scorecard
- 2011 Implement IT operational scorecard
- 2012 Implement IT customer scorecard

OBJECTIVE 1.3.5 – IMPLEMENT ENTERPRISE IT RESOURCE PLANNING AND MANAGEMENT**Description**

Resource planning is the act of forecasting who will work on what and for how long. By identifying both project and operational activities to be performed by all IT resources, we are able to better predict what will be accomplished over time. As silos are removed through IT reorganization activities, the ability to coordinate these plans across departments becomes more important to ensuring that staff are not overloaded and that realistic expectations of completion are provided back to customers requesting various IT services.

Approach

Analysis and planning need to be performed initially in order to determine the best approach for implementing. Tools should not be built, but utilized from our enterprise business suite of tools.



Outcome Measures

- 2010 High level resource plans included in annual technology planning process
- 2010 Complete analysis and recommendations for IT employee time reporting (utilizing PeopleSoft)
- 2010 Measurement processes are standardized and consistent across organizations for similar activities/services
- 2011 Implement initial recommendations on IT employee time reporting
- 2011 Implement policies, standards, and guidelines for it resource planning and time tracking
- 2012 On-going maintenance of IT resource plans through quarterly IT resource refreshes

OBJECTIVE 1.3.6 – IDENTIFY AND EXPLORE NEW TECHNOLOGY FUNDING SOURCES

Description

With existing structural imbalances in county government funding, IT needs to evaluate and identify new opportunities for revenue growth relevant to IT services.

Approach

Evaluate, recommend, and implement opportunities that are feasible.

Outcome Measures

- 2010 Evaluate and recommend if/how web advertising can be implemented
- 2011 Web advertising implemented based on recommendations
- 2011 Evaluate and recommend potential SAAS offerings
- 2012 Evaluate and recommend potential cloud offerings

OBJECTIVE 1.3.7 – IDENTIFY AND IMPLEMENT POLICIES THAT IMPROVE THE OVERALL VALUE TO THE COUNTY FROM SHARED IT SERVICES

Description

Shared IT services represent a significant financial investment by King County. Policies and guidelines should be created that maximize the value from these investments.

Approach

Review existing shared services to determine if modified policies can improve overall value to King County.

Outcome Measures

- 2010 Identify and implement policies that improve the utilization of shared services
- 2011 Implement appropriate cost allocation models in alignment with policies



Goal #2 - Customer Service and Public Access

Strategy 2.1 – Social Networks - Facilitate online interaction/access to government

OBJECTIVE 2.1.1 – EFFECTIVELY UTILIZE SOCIAL MEDIA

Description

Social media provides new ways for government and citizens to interact across the World Wide Web. King County has already recognized the value available in these new tools and has begun to utilize several forms of social media to accomplish specific needs.

Approach

The approach is to utilize various and evolving forms of social media to increase the dialogue, interaction, and involvement of citizens with their county government. Because of the rapidly evolving nature of this field, it is our objective to effectively utilize the tools that are available. This requires that we:

- Monitor available tools as they are developed and become available on the Internet.
- Establish policies around the effective evaluation and usage these tools. This includes staffing impacts to effectively service/respond to citizen requests and questions.
- Treat utilization of tools just like we do any other creation of public records.
- Encourage utilization of tools for internal communication needs resulting in a better understanding of the benefits and limitations of each tool for public interaction.

Outcome Measures

- 2009 Increase social media presence of Elections
- 2010 Improve the user friendliness and usefulness of election results information posted to the web
- 2010 Policies and guidelines implemented for social media usage
- 2010 Pilot internal usage of tools via Intranet for specific staff functions
- 2010 Evaluate expansion of social media and external development partnerships for transportation community
- 2010 Add on-line crime reporting for citizens
- 2010 Add initial ePolicing capability for our citizens

OBJECTIVE 2.1.2 – PROVIDE INCREASED SERVICES THROUGH THE INTERNET

Description

As broadband access to the Internet continues to increase, service delivery through this medium is increasingly utilized and expected from our citizens. No longer just for finding information, the Internet is a destination for transacting business. From a service delivery standpoint, the ability to deliver services over the Internet provides cost saving opportunities as well as improved continuity of those services when traveling to an office or service location becomes difficult.

**Approach**

Continue to increase the services that are delivered over the Internet, utilizing common tools, like the ePayment engine, where they are available.

Outcome Measures

- 2009 Mandatory electronic filings of specific documents with Superior Court
- 2009 Online records for District Court cases available publicly (DCoR)
- 2009 Improve the availability of Kingcounty.Gov hardware and network
- 2010 Electronic payment for King County Parks transactions
- 2010 Implement public facing online solution for food workers seeking training and permits
- 2011 Accept inter-agency permit applications online
- 2011 Consider and recommend how to expand the use of online forms via the Internet to reduce redundant internal data entry due to paper forms
- 2011 E-payment for inter-agency permit applications available
- 2012 Implement electronic court records in District Court
- Beyond 2012 Kiosks that enable filings/payments at public locations or King County locations open to the public

OBJECTIVE 2.1.3 - PROVIDE ENHANCED USER EXPERIENCE UTILIZING ADVANCED WEB TECHNOLOGIES (WEB 2.0)

Description

"Web 2.0" refers to a second generation of Web development and design that facilitates communication, secure information sharing, interoperability, and collaboration on the World Wide Web. Web 2.0 concepts have led to the development and evolution of Web-based communities, hosted services, and applications such as social-networking sites, video-sharing sites, wikis, blogs, mash-ups and folksonomies.

*From Wikipedia

Utilizing Web 2.0 technologies to provide services to citizens enables much richer experiences, which in turn enables more complex and sophisticated transactions to occur.

Approach

Migrate new and existing applications to the Web 2.0 environment over time according to customer needs and in order to appropriately provide good stewardship of existing Web applications.

Outcome Measures

- 2009 Countywide content management utilized
- 2009 Expand usage of remote booking and referral filing to Sheriff's Office
- 2010 Establish service level agreement for Kingcounty.Gov platform (hardware, network, service)
- 2010 Utilize full featured WEB test environment to test patches and all other changes
- 2010 Expand 2-way features on Internet
- 2011 Develop framework for customizable 'my-county' portals
- 2012 Evaluate opportunities for SmartPhone applications



Strategy 2.2 - Elevate Customer Service as an IT Operational Priority

OBJECTIVE 2.2.1 – IMPROVE CUSTOMER SATISFACTION THROUGH CUSTOMER SERVICE INITIATIVES

Description

Improving customer satisfaction with IT services helps to ensure that the right services are being provided in the right way. As parts of IT within the Executive Branch become more centralized and parts become more decentralized, it becomes even more critical for all Executive Branch IT staff to have a unified focus on customer service and ultimately, customer satisfaction. For Executive Branch IT staff, customer satisfaction encompasses both external and internal customers.

Approach

Provide improved service to IT customers through a variety of initiatives including asking customers what they need and how we are doing in providing it to them.

Outcome Measures

- 2009 Define and publish all service levels for countywide services
- 2009 ORCA / SmartCard public launch for passenger services
- 2010 Implement customer satisfaction survey
- 2010 Implement integrated incident response & escalation process (Executive Branch)
- 2010 Implement a way to measure customer satisfaction following incident resolution (Executive Branch)
- 2010 Integrate incident response to utilize common ticketing mechanism (Executive Branch)
- 2011 Expand usage of ORCA / Smartcard in region
- 2011 Engage citizens in community conversion focused on technology
- 2012 Telephony integrated into first customer service application
- 2012 Customer feedback is included in customer maintenance/enhancement/modification process for applications

OBJECTIVE 2.2.2 – PERFORM TECHNOLOGY OUTREACH

Description

Increase public access to and interaction with technology, where possible.

Approach

Make access to government easier by making it easier for constituents to access government electronically



Outcome Measures

- 2009 Support state broadband mapping and related expansion efforts
- 2010 Increase I-Net customer base by 10 percent of unused build-out locations
- 2010 Explore and recommend partnerships with other government entities/consortiums
- 2011 Program in place to provide retired/usable equipment to underserved communities
- 2011 Web services provided in multiple languages
- 2012 Reduce paper sent to unconnected employees



Goal #3 - Transparency and Accountability

Strategy 3.1 – Reorganize Information Technology People, Processes, and Platforms

OBJECTIVE 3.1.1 – REORGANIZE TECHNOLOGY ORGANIZATIONAL STRUCTURES

Description

Align IT staff within the Executive Branch to report to IT management.

Approach

Facilitate the work steps necessary to implement organizational structural changes. Include business partners in this process.

Outcome Measures

- 2009 Implement Executive Branch organization structures
- 2009 Begin proper classification of all IT professionals within the Executive Branch
- 2010 Evaluate and recommend expansion of organization structure to separately electeds
- 2010 Decide on expansion to separately electeds
- 2010 Tune new organization structures within Executive Branch
- 2010 Initial human resource policies and practices applied consistently to all IT employees in Executive Branch
- 2011 Remaining HR policies and practices applied consistently to all IT employees in the Executive Branch
- 2011 Complete proper classification of all IT professionals within the Executive Branch

OBJECTIVE 3.1.2 – REORGANIZE TECHNOLOGY PROCESSES

Description

As organizations and platforms change, processes must be updated to reflect those changes and to provide guidance across similar areas.

Approach

Provide program management that addresses process change along with organization and technology platform changes.

Outcome Measures

- 2009 Integrated change management process utilized throughout Executive Branch
- 2010 Implement policies and guidelines for IT processes for each technology platform
- 2010 Implement consistent process across Executive Branch for similar tasks/functions
- 2010 Remote tools and procedures for supporting desktops used by pilot department
- 2010 Increase utilization of countywide IT contracts
- 2010 All appropriate contracts for over \$100,000 moved to multi-year contracts
- 2011 High level IT operational process documentation in place and maintained
- 2011 Remote tools and procedures for supporting desktops used by Executive Branch



OBJECTIVE 3.1.3 - REORGANIZE TECHNOLOGY PLATFORMS

Description

Improve the overall effectiveness and utilization of technology platforms.

Approach

Assess opportunities for improvement as organizational structures change. Include process updates as a part of any changes to platforms. Focus initially on servers, desktops, and the service desk.

Outcome Measures

- 2010 Single countywide annual server replacement plan created/used
- 2010 Standard desktop defined and implemented in pilot department
- 2010 Common asset management tool used throughout Executive Branch
- 2010 Single helpdesk/ticketing tool utilized throughout Executive Branch
- 2010 Most Superior Court business applications supported by virtual servers
- 2010 – 2011 Annual virtualization plan created to include storage, file and print, back-ups, disaster recovery and business continuity, application hosting, high availability, and other considerations
- 2010 – 2012 Alternate desktop deployment per budget advisory
- 2011 Standard desktop implemented for Executive Branch

Strategy 3.2 – Provide Timely, Accurate and Appropriate Information for Accountability and Decision Making

OBJECTIVE 3.2.1 – PROVIDE PORTAL TO PUBLIC RECORDS

Description

Provide easier access to public records.

Approach

Utilize electronic records management system as well as collaboration tools to improve access to public records.

Outcome Measures

- 2011 Internal (employee) portal implemented for finding records
- 2011 All remaining departments/agencies using ERMS for CORE (common) e-records management
- 2012 External (public) portal available for finding public records

OBJECTIVE 3.2.2 – INCORPORATE PORTFOLIO ANALYSIS INTO TECHNOLOGY DECISION PROCESS

Description

Use data from an application portfolio to make more strategic decisions regarding application development, management, and support.

Approach

Use an application portfolio tool to collect, manage, and report application related data.

**Outcome Measures**

- 2010 Analysis and recommendation on project portfolio management tool completed
- 2011 Equipment replacement plan reviews and purchasing approvals / reviews incorporate appropriate standards
- 2011 Standard/architecture reviews are held on projects and operations to ensure portfolio compliance

OBJECTIVE 3.2.3 – MAKE INFORMATION AN ASSET BY ENSURING ‘RIGHT’ DATA (TIMELY, ACCURATE, SECURE) IS AVAILABLE WHEN NEEDED**Description**

Information is a valuable asset that, when used correctly, can improve performance and decisions. Data becomes information when it is relevant, timely, accurate, and secure.

A multitude of data is captured and stored related to most of the services that King County currently provides. Unfortunately, most of that data is not available as information to business managers in supporting the decisions they must make about how to best provide their services. While some data is available through queries and reporting tools, the process to analyze and interpret the data is cumbersome in most areas. Many business users have expressed frustration at their inability to look at trends and/or totals that are buried within their data.

An analytics environment would provide the ability for business professionals to interact with data directly, without having to utilize IT professionals. Included in an analytics environment are tools such as data warehouses and data marts, easy to use inquiry and reporting tools, even predictive analytics and what-if scenario tools.

By creating a consistent approach and set of tools that can be utilized across the county, we can make information more accessible to those who need it.

Approach

Create a strategy then move towards that strategy through incremental improvements.

Outcome Measures

- 2009 Provide initial policy and guidelines for mobile devices including pagers and cell phones
- 2010 Provide document repository with collaboration tools and secure access to entire county (SharePoint)
- 2010 Implement document integration in Law, Safety, and Justice agencies through IDX
- 2010 Update point-of-sale solution at cash collection Department of Public Health sites
- 2010 Provide full policy, guidelines and standards for mobile devices including pagers and cell phones
- 2011 Create strategy for data analysis, analytics, business intelligence, and decisions support
- 2012 Policies, standards and guidelines on data ownership and security in place
- 2012 Pilot usage of analytics environment
- 2012 Plan created for further expansion of analytics environment based on pilot results is approved



Goal #4 - Risk Management

Strategy 4.1 – Infrastructure Preservation and Stewardship

OBJECTIVE 4.1.1 – UPGRADE/REPLACE EMERGENCY RADIO SYSTEM

Description

This aging system is critical to many of the county’s emergency and first response functions. Improvement is needed before noticeable degradation occurs. Opportunities exist to extend service area interoperability and to enable increased functionality.

Approach

Ensuring that base functionality of the emergency radio system is not significantly degraded is of primary importance. However, increased interoperability and other improvements will be evaluated and pursued assuming they can be accomplished without the addition of significant risk to basic radio services.

Outcome Measures

- 2010 Funding plan recommendation
- 2011 Regional governance structure defined and agreed to
- 2011 Funding approval
- 2011 Equipment decision approved
- 2012 Vendor selection for equipment installation complete

OBJECTIVE 4.1.2 – MOVE APPLICATIONS OFF OF MAINFRAME TO LOWER COST PLATFORM

Description

Though a robust and time tested platform, the mainframe continues to lose applications to other platforms as aging applications are replaced. The last ‘new’ application to be introduced to King County’s mainframe was over a decade ago. Since then, all new applications have been purchased or developed to utilize server or desktop based platforms. The reasons for this trend are many, but primarily due to the increased functionality, flexibility, and reduced overall cost to maintain smaller platforms. This trend is expected to continue until all mainframe applications are eventually replaced, or the platform becomes too expensive for the remaining applications to support.

The latter is currently projected to occur in 2012 when approximately 50 percent of the current revenue base of the mainframe related to Accountable Business Transformation financial and human resource applications is expected to be replaced by server based applications.

**Approach**

Because there are many potential paths that will enable all applications to move off the mainframe platform, assessing the path that will provide the best value for the county will drive the approach that is taken. When assessing the approach, there are multiple factors that need to be taken into account, including:

- The ongoing cost of operations of the new platform.
- The costs of converting from the current platform to the new platform.
- The risk to application continuity related to migrating from the current platform to the new platform, and the stability of the new platform once in full operation.
- The length of time required to migrate to the new platform.
- The investment (if any) that is required and the ability to fund the investment at the time the migration will occur.
- The expected longevity of the new platform.

Given these factors, three viable options must be explored:

- Gradually reducing the existing infrastructure and platform to match the needs of the applications that remain until all applications have been replaced.
- ‘Porting’ or moving all existing applications to a server based environment that mimics the mainframe environment but operates at a significantly reduced infrastructure cost.
- Shifting all applications to reside on an outsource vendor’s mainframe hosting service that is provided to multiple customers.

Because of the difference associated with each of these options, an analysis and recommendation will be the primary initial strategic activity. Subsequent activities will depend heavily upon the approach that is selected.

Outcome Measures

- | | |
|------|---|
| 2010 | Recommendation completed with supporting analysis of alternatives, costs, and timeframes submitted |
| 2010 | Related funding approved for 2011 budget year |
| 2010 | Any quick-hit recommendations fully implemented |
| 2011 | Funding consideration – recommendation should also include any quick-hit cost savings that can be achieved prior to full implementation |
| 2011 | Begin work on implementing recommended option |
| 2012 | Recommended option fully implemented |

OBJECTIVE 4.1.3 – UPGRADE I-NET INFRASTRUCTURE**Description**

I-Net must upgrade its infrastructure in order to offer competitive products to its customers. Current equipment is old and costly to maintain.



Approach

An I-Net strategic business plan has been created and transmitted to the County Council indicating the strategic approach and plans.

Outcome Measures

- 2010 Finalize technical platform for I-Net upgrade
- 2010 Identify web monitoring and self-service request requirements of I-Net customers and complete feasibility analysis / recommendation
- 2011 Core switches are replaced given timely funding approval
- 2011 Enhanced I-Net services are available
- 2011 I-Net rate card reflected in service catalogue
- 2012 Secondary switches are replaced given timely funding approval

OBJECTIVE 4.1.4 – REPLACE TELEPHONY SYSTEM

Description

Current equipment is obsolete, no longer supported, and must be replaced.

Approach

Take advantage of integrated data network to provide enhanced phone services at similar or reduced costs.

Outcome Measures

- 2009 Replacement approach/strategy and funding approved
- 2009 Contract in place with business case/implementation vendor
- 2010 Business case accepted and approved
- 2010 Contract in place with implementation vendor
- 2011 Replace initial PBX site (pilot location) with new telephony technology
- 2012 Replace additional PBX sites until complete per business case
- Beyond 2012 Replace Centrex sites per business case

OBJECTIVE 4.1.5 – MODERNIZE LEGACY APPLICATIONS

Description

Identify and replace existing legacy applications either because they are becoming too costly and difficult to maintain, or because they are not adequately meeting the business needs.

Approach

Applications should be replaced with Web-based, off the shelf applications where possible in alignment with IT vision and guiding principles. In general, applications more than ten years old, or that are not meeting desired functionality, should be assessed to determine if replacement is worthwhile.

**Outcome Measures**

- 2009 Implement electronic medical records in Jail Health
- 2010 Replace application supporting Juvenile Justice (JJWEB)
- 2010 Implement pharmaceutical medical packaging solution for Jail Health Services
- 2010 Court case management systems (KCMS and CMIS) replaced
- 2011 Implement transit 700 MHz upgrade
- 2011 Implement countywide inter-agency permitting system to replace standalone legacy systems
- 2012 Implement a practice management solution and electronic health record for Public Health clinics
- 2012 PROMIS replaced
- 2012 IRIS/Tess replaced
- 2012 Jail management system replaced
- 2012 Implement next generation of Automated Fingerprint Identification System (AFIS)

OBJECTIVE 4.1.6 – CONTINUE TO IMPROVE OUR ABILITY TO RECOVER FROM A DISASTER**Description**

King County has successfully implemented a disaster recovery program. Ensuring that the program remains current is vital to King County's overall ability to respond to actual disasters that may occur.

Approach

Continue along the path started by the IT business continuity program and evaluate new opportunities as they arise.

Outcome Measures

- 2009 Increase back-ups stored on disk as opposed to tape (utilizing a virtual tape library - VTL)
- 2010 Annual virtualization plan created to include storage, file and print, back-ups, disaster recovery and business continuity, application hosting, high availability, and other considerations
- 2012 Modify/eliminate mainframe disaster recovery to reflect migration off of mainframe

OBJECTIVE 4.1.7 – EFFECTIVELY INTEGRATE SYSTEMS TO SUPPORT BUSINESS NEEDS**Description**

Integrating systems that utilize common data and processes improves the accuracy and effectiveness of those systems.

Approach

Utilize existing integration platforms more broadly. Provide common functions that can be utilized within department specific solutions.

Outcome Measures

- 2009 Expand usage of remote booking and referral filing to Sheriff's Office
- 2010 Jail/Court/Prosecuting Attorney Office utilizing standard electronic document IDX
- 2012 Witness records transmitted electronically through witness management system
- 2012 Expand new integrated permitting system to include additional permit and licensing business areas



Strategy 4.2 – Increase Employee Understanding and Impact on Security and Privacy Issues

OBJECTIVE 4.2.1 – TRAIN WORKFORCE TO BE KNOWLEDGEABLE ON SECURITY AND PRIVACY PRACTICES

Description

Improved employee understanding and interaction with security and privacy concepts will improve the overall security and privacy of the information that King County provides stewardship over.

Approach

Provide periodic training to ensure understanding and utilization of the various security and privacy processes, tools, and policies.

Outcome Measures

2009 – ongoing Conduct ongoing training session on security and privacy

OBJECTIVE 4.2.2 – IMPLEMENT INTEGRATED CONTROLS MONITORING AND REPORTING ON OVERALL COUNTY SECURITY

Description

As security threats continue to change over time, understanding the county’s overall security posture and status will enable us to focus on the weakest link in our protections.

Approach

Review existing point controls and determine how to best consolidate and monitor from a holistic standpoint.

Outcome Measures

- 2010 Implement integrated security dashboard covering countywide vulnerabilities
- 2010 Create and implement countywide policy on protected electronic data encryption.
- 2011 Refine dashboard and reporting to improve accuracy and usefulness
- 2011 Provide increased protection of sensitive information assets on mobile devices
- 2012 Identify additional security protections needed

Strategy 4.3 – Green IT – Ensure IT Contributes to Overall Sustainability of Government

OBJECTIVE 4.3.1 – ADHERE TO ENERGY STAR AND INTERNAL POWER STANDARDS

Description

In support of the county’s energy and sustainability initiatives, IT will attempt to reduce technology related energy usage.

Approach

Compliance and utilization of industry standard energy savings practices under the ‘energy star’ effort will be followed. Additional power savings opportunities will also be utilized.

**Outcome Measures**

- 2009 Policies, standards and guidelines on IT green/sustainability practices in place
- 2009 Power savings software implemented countywide (Verdiem)
- 2010 Standard desktop configuration tuned for energy reductions
- 2010 IT contract practices incorporate adherence to Energy Star compliance
- 2010 – 2012 Thin client roll-out per budget advisory
- 2011 Virtualization/consolidation service fully utilized

OBJECTIVE 4.3.2 – IDENTIFY, MEASURE, AND REPORT ON ADDITIONAL INTERNAL (IT) IMPROVEMENTS TO ENVIRONMENTAL SUSTAINABILITY**Description**

In addition to energy savings, there are many other types of savings that improve overall sustainability.

Approach

Identify several initial areas of focus. Add additional areas as they are identified and as opportunities arise.

Outcome Measures

- 2009 Governance meetings available to virtual attendees
- 2009 Mandatory electronic filing of specific documents with Superior Court
- 2009 Green house gas reductions measured/reported countywide (Verdiem)
- 2010 Technology equipment recycle inventory available for re-use of equipment
- 2010 Governance meeting materials presented in electronic format only – BMC and TMB
- 2010 Create plan to increase the utilization of electronic forms and to reduce overall usage of paper forms
- 2011 Technology equipment disposal Executive wide only through green vendors
- 2011 Support business efforts targeting sustainability by providing any enabling information technology



APPENDIX C - IT INVESTMENT IMPERATIVES

IT Investment Imperatives	
<i>Imperative #1</i>	Technology investments will be prioritized for funding consideration based on a compelling business case that considers the total cost of ownership for alternative solutions including operations, upgrades, replacement and disposal costs of equipment. The business case shall be aligned to the agency's priority services as detailed in the agency's business plans and/or operational master plans and as supported by the agency's technology plan and the county's strategic technology plan. Standardized management tools and practices, collaborative efforts to coordinate IT planning and/or service delivery, and other ways to provide more efficient and effective services will be encouraged.
<i>Imperative #2</i>	All county agencies support an expansion of the county's Web site to increase public access to information and services and promote equal opportunity and healthy communities with appropriate privacy and security controls in place and the ability of agencies to control their Web sites.
<i>Imperative #3</i>	Provide an appropriate level of IT support to enable all county agencies to comply with their responsibilities under King County's Emergency Management Plan.
<i>Imperative #4</i>	Provide an appropriate level of resources to ensure compliance with privacy and security regulations and county policies and to protect the county's information assets, including personal and sensitive information, from threats: internal and external, intentional and accidental.
<i>Imperative #5</i>	Provide an appropriate level of resources to conduct and support performance measurement activities related to the technology that supports county services and initiatives. This will provide important information for the county's management and elected officials to improve decision-making regarding the use of technology to support delivery of services and ensure that departments stay focused on top priorities.



APPENDIX D – REFERENCE DOCUMENTS INDEX

The documents in the table below were reviewed in preparation of creating the Strategic Technology Plan 2009-2012 and are referenced in Appendix F. These documents are available for review at:

http://www.kingcounty.gov/business/oirm/governance/strategicservices/strategicreports/STP_09-12_supporting.aspx

Reviewed Documents	
1	Department of Transportation Strategic Plan for Public Transportation 2007-2016 2009 Business Plan – October 2008 Comprehensive Plan for Public Transportation – November 2007
2	Department of Public Health Operational Master Plan – August 2007 2008 Provision Work Plan
3	Department of Community and Human Services Draft 2009 Service Delivery Plan – December 2008
4	Department of Natural Resources and Parks Draft 2009 Service Delivery Plans (Section 2 for each business partner) – February 2009
5	Department of Adult and Juvenile Detention Adult Detention Operational Master Plan – June 2004
6	Accountable Business Transformation High Level Business Plan – June 2007 High Level Business Designs – January 2008 Detailed Implementation Plan – July 2008
7	Project Review Board Materials – March 2008 Business Design Overview – April 2008
8	King County Courts Joint Technology Strategic Plan – April 2008 District Court Operational Master Plan – 2005
9	Draft Business Case for Prosecutor’s Case Management System – October 2008
10	King County Institutional Network Strategic Plan 2009 – 2013
11	Law Safety and Justice Integration (LSJI) Plan Brief & LSJI Strategic Integration Plan – July 2002 Updated Strategic Plan 2007 – 2009 Version 3– August 2006
12	Radio Communication Services 2007 – 2011 Business Plan – May 2007
13	The King County Energy Plan Revision 4 – August 2008
14	King County Comprehensive Plan 2008 Proposed 2009 King County Comprehensive Plan Amendments – January 26, 2009
15	King County Equity & Social Justice Initiative - 2008
16	King County Sheriff’s Office IRIS/TESS Replacement Project Business Case IRIS/TESS Replacement Project Cost/Benefit Analysis



APPENDIX E – RECENT STRATEGIC ADVISORY COUNCIL DIRECTION

Included within the 2009 Technology Business Plan was the following direction from the SAC:

2008 Strategic Advisory Council Endorsement and Direction

In 2008, the King County Strategic Advisory Council (SAC) endorsed and set further direction for the initiatives described below:

Superior Court Case Management

Superior Court is experiencing difficulties related to the inability of the current systems to fully support their daily business. The court had been planning to use the State's new solution, which would have provided functionality for both the Clerk and Superior Court, when implemented. However, the State of Washington will not be able to provide a case management system for several years. Replacement of the case management systems is one of the Court's highest priorities to ensure ongoing operations.

The Strategic Advisory Council endorsed the short-term and long-term strategy to replace the Court's case management systems and participate in efforts for a future State-provided solution that will meet the business needs of local governments.

Prosecuting Attorney Office Management Information System

The current Prosecuting Attorney Office Management Information System, PROMIS, was implemented in the 1980s and no longer fully supports the business needs. The system limits integration, operational/workflow automation and digital case file interoperability. It prevents the Prosecuting Attorney Office from moving forward with managing cases beyond paper file folders. Attorneys and office staff have no ability to look up meaningful information about cases or about groups of cases: sort, list, and get statistics about case categories and/or date ranges of cases.

The Strategic Advisory Council endorsed the short-term and long-term strategy to replace the system with an open solution that supports integration with other criminal justice and document management systems.

The work in 2009 will be focused on planning and review of off-the-shelf vendor programs and alternatives analysis, with the system replacement to occur in 2010.

IT Policy Creation and Implementation

IT will focus on implementing policies in four key areas over the coming year. The policy areas were brought before the Strategic Advisory Council in September 2008 and updates will be provided to the SAC as development progresses. The policy areas include:

- Acceptable Use of IT Assets
- Project Management Certification



Protected Electronic Data Encryption Policy
Power Management of IT Equipment

Acceptable Use of IT Assets. This policy is related to the IT Asset Management strategic objective and governs the acceptable use of IT assets for countywide use. The SAC endorsed a direction to organize and facilitate countywide employee orientation starting in 2008 with a target to complete in the second quarter of 2009.

Project Management Certification. This policy is related to the IT Project Management strategic objective. This is a policy to ensure that project manager candidates complete a certification process for the level of projects they would manage at the county. The SAC supported development of a policy to require certification of IT project managers, and endorsed direction to proceed with development and implementation of the policy, certification criteria and guidelines.

Protected Electronic Data Encryption Policy. This policy is related to the Information Security and Privacy strategic objective. This countywide policy will address the need to secure protected data in applications and to protect data during data transfer. It will focus on electronic data and does not address non-electronic formats of protected information. The SAC endorsed direction to identify an objective/outcome in the strategic technology plan to develop and implement a policy.

Power Management of IT equipment. This policy is related to the county's energy conservation program, aimed at reducing greenhouse gases and power consumption. The SAC endorsed the policy to implement PC power management countywide, and identify and implement tools to adhere to the policy. In addition to PCs, the direction is to identify and implement other power management solutions. The power management of IT equipment will be included as a strategic objective and priority in the county's Strategic Technology Plan.

2009 Strategic Technology Plan Update. The SAC endorsed a direction to extend the current Strategic Technology Plan for another year. In extending the 2006 - 2008 Strategic Technology Plan through 2009, the following objectives are being added to the ongoing objectives, also listed below:

New strategic objectives:

- Countywide rollout of IP telephony
- Expand capability for video conferencing for countywide use
- Multi-year IT procurement contracting
- Countywide telecom guidelines

Goal: Efficiency

- Accountable Business Transformation
- Electronic Records Management
- Law, Safety and Justice Integration

Goal: Public Access and Customer Service

- Online payment options
- Web improvement program

Goal: Transparency and Accountability



IT Reorganization, Phase I
Asset management

Goal: Risk Management

Data center move
Security and Privacy Improvements

2010 – 2012 Strategic Technology Plan Refresh. The SAC endorsed a direction to refresh the Strategic Plan for 2010 – 2012. When the Strategic Technology Plan is refreshed for the 2010 – 2012 period, there are several critical new areas related to technology at King County that will be considered, including:

IT Reorganization
IT competency and maturity
Green initiatives
Social networking
Mainframe application phase-out strategy
Regional 800 MHz emergency radio replacement strategy.

APPENDIX F - ROLL-UP OF BUSINESS DRIVERS IDENTIFIED DURING DOCUMENT REVIEW

The following two tables show the business goal and objectives that were identified from review of the business documents listed in Appendix D. The Doc Xref column in the second table corresponds to the business document number in Appendix D.

Strategic Technology Planning Roll-up Table (from Detail Table Below)

Business Goal (summarized from detail table)	Related Objectives	Related Category (see detailed table below)	Frequency
Maximize value of services delivered to constituents	<ul style="list-style-type: none"> • Responsiveness and availability that meet or exceed service level expectations • Healthy infrastructure • Ensuring existing service delivery is #1 priority! 	<ul style="list-style-type: none"> • Infrastructure preservation and stewardship • Performance management • Analytics • Reporting tools • Anywhere office • High availability • Business process modeling • Resource planning and management • Regulatory 	7 2 11 2 5 1 1 1 2
Ensure public safety and effective response to emergencies	<ul style="list-style-type: none"> • Coordinated and effective response to safety/emergency needs is handled by best resource • Information needed for decisions is available when needed 	<ul style="list-style-type: none"> • Anywhere office • Infrastructure preservation and stewardship • Data integration 	R* R 7
Government accessibility and interaction	<ul style="list-style-type: none"> • Increased self-service and self-engagement opportunities • Automated/electronic forms and workflow • Richer internet experience 	<ul style="list-style-type: none"> • Self-help • Robust web presence • Customer experience • Video conferencing • Security • Technology outreach • Pro-active communication 	5 5 2 2 5 2 2
Service Integration –	<ul style="list-style-type: none"> • Information control & integration (single entry and storage, defined 	<ul style="list-style-type: none"> • Data integration • Regional/State 	R 6

Strategic Technology Plan 2009-2012

Business Goal (summarized from detail table)	Related Objectives	Related Category (see detailed table below)	Frequency
'One Government'	<ul style="list-style-type: none"> ownership, accessibility to all with authority for review/update, available to reporting and analytics, safe and secure) • Customer service that captures/addresses entire customer experience (call center, effective routing, ownership of call/question through to completion, 'account management') • Electronic/remote offices (all tools, records, information available and usable anywhere) • Integration within King County and external to King County (with state, cities, etc.) 	<ul style="list-style-type: none"> • 'One Gov' • Portfolio management • Resource planning and management • Customer experience • Video conferencing • Anywhere office 	2 4 R R R R
Provide services 'upstream' where possible to prevent higher downstream costs and consequences	<ul style="list-style-type: none"> • Identify and implement more upstream services • Monitor impact of upstream services on downstream services to ensure positive correlation exists 	<ul style="list-style-type: none"> • Analytics • Entrepreneurial 	R 4
Build healthy neighborhoods		<ul style="list-style-type: none"> • 'Anywhere' office • Technology outreach • Geo analysis/tools • Broadband 	R2* R 2 1
Environmental leadership	<ul style="list-style-type: none"> • Provide services in a sustainable way 	<ul style="list-style-type: none"> • Green • Sustainability 	6 2
Public accountability and transparency	<ul style="list-style-type: none"> • Effective performance management is utilized to improve services and account for performance • Information and records are available with appropriate security and access controls 	<ul style="list-style-type: none"> • Performance management • Security • Data integration 	R R R2
Maintain a healthy, flexible, lean, integrated, technology infrastructure	<ul style="list-style-type: none"> • Strategy related to State systems • Replace Legacy components prior to service erosion 	<ul style="list-style-type: none"> • Infrastructure preservation and stewardship • Regional/State 	R R

Strategic Technology Plan 2009-2012

Note: * an R in the far right column indicates that the roll-up category has already been used above.
 R2 indicates an additional re-use of that category.

Strategic Technology Planning Detail Table – derived from various business documents

Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
8	Courts – Joint Technology Plan	Public demand for self-service	<ul style="list-style-type: none"> Forms, filings, payments Available on-line and at kiosks 	Self-help
		Information sharing across justice agencies	<ul style="list-style-type: none"> Intra-government (& Inter) data exchange and data standards Shared data for interpreter services, facilitator, other) Automation of current manual process (notification management, grant and contract management, jury management) Improve network architecture to reduce security risks 	Data integration security
		Public accountability/transparency – data access and security	<ul style="list-style-type: none"> Process metrics Data management 	Performance management Security
		Proactive communications	<ul style="list-style-type: none"> Citizen centric and proactive internet approach Richer internet experience 	Robust web presence
		Support integration	<ul style="list-style-type: none"> Technology partnerships and information sharing Joint infrastructure 	Regional – State
		Complicated relationships with contract courts	<ul style="list-style-type: none"> Improved cost tracking, billing etc. Improved communication 	

Strategic Technology Plan 2009-2012

Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
		State case management system status uncertain	<ul style="list-style-type: none"> • Must replace either locally or at state level soon • Need long-term strategy on state developed systems. 	Regional - State
			<ul style="list-style-type: none"> • Joint infrastructure investments (increase service, decrease risk and cost) 	Regional - State
8	District Courts – Operational Master Plan	Paperless and electronic filing	<ul style="list-style-type: none"> • DCoR Phase 1 – addresses paperless access • Electronic filing of documents still needed 	Self-help
		Call center and payment center	<ul style="list-style-type: none"> • Supporting telephony integration into applications (i.e. phone calls ‘pop’ applications to front of desktop, already open to current caller’s information) 	Infrastructure preservation and stewardship (IPT) One Gov
		Jurisdictions enlarged and number of judges reduced	<ul style="list-style-type: none"> • Larger infrastructure? • Scalable systems and processes 	Portfolio management
		Unified, centralized, countywide courts	<ul style="list-style-type: none"> • Consistent policies and procedures across locations • Ability to overflow work across resources • Access to common tools, documents, processes, workflows 	Resource planning and management One Gov
3	DCHS – draft Service Delivery Plan	Increase job preparation/readiness for youth	<ul style="list-style-type: none"> • Increased services and opportunities for training 	Customer experience
		Prevent homelessness	<ul style="list-style-type: none"> • Analytical tools for evaluating program effectiveness, option effectiveness, etc. 	Analytics Self-help
		Prevention/intervention for at-risk or in-need persons	<ul style="list-style-type: none"> • Improved case management and integrated information 	Analytics Data integration

Strategic Technology Plan 2009-2012

Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
		Increase developmental and behavioral healthcare availability for vulnerable populations	<ul style="list-style-type: none"> Client service history integration across silos 	Data integration Self-help Video conferencing Analytics
		Pandemic flu	<ul style="list-style-type: none"> Highly scalable ability to work remotely Ability to communicate broadly in real-time 	Anywhere office Security High availability
6	ABT – several documents	Back –office functions too costly	<ul style="list-style-type: none"> Streamline business process Consolidate systems and support of those processes Execute budget reductions based on realized process efficiencies 	Business process modeling Performance management
1	Department of Transportation – 9 year plan	RapidRide	<ul style="list-style-type: none"> RapidRide 	
		Service partnerships with other providers – more regional coordination	<ul style="list-style-type: none"> Improved ability to share information for better route planning, route coordination 	Regional – State
		New services in developing areas	<ul style="list-style-type: none"> Pre-plan expansion based on King County growth plans Scenario and forecasting tools 	Analytics
		Expand alternate services – paratransit, ridesharing, vanpool	<ul style="list-style-type: none"> Analytics for effectiveness, value assessment, needs assessments, customer satisfaction 	Analytics
		Global climate changes – reduced emissions	<ul style="list-style-type: none"> Switch to greener fuels Switch to lower emission vehicles 	Sustainability

Strategic Technology Plan 2009-2012

Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
		Healthier environment by departing from car-bound lifestyles – Department of Transportation part of walkable communities	<ul style="list-style-type: none"> • Design bus routes/services to support walkable communities (not take their place) • Urban planning that ensures new communities have appropriate services within walkable distances 	Analytics Geo
16	Iris/Tess	Replace old systems that do not fully support current business needs	<ul style="list-style-type: none"> • System replacement and integration • System security • System speed / response times 	Infrastructure preservation and stewardship Security
		Integrate Law, Safety, and Justice data into systems	<ul style="list-style-type: none"> • Effective middle ware that provides data seamlessly • Clear data ownership at enterprise level 	Data integration
		Maintain ability to respond effectively	<ul style="list-style-type: none"> • Increase system and data availability 	Infrastructure preservation and stewardship
10	I-Net	Continually increasing broadband demand	<ul style="list-style-type: none"> • Time/Plan speed improvements to just beat customer needs/demand • Ensure rural needs are being met either privately or publicly – expectation is that density dictates (on average) higher speeds/bandwidths 	Robust web presence
		Increasing customer service expectations of customers	<ul style="list-style-type: none"> • Improved customer tracking/management • Faster response times • Clearer communication / expectation setting up front 	Customer experience

Strategic Technology Plan 2009-2012

Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
		New product offerings by competitors utilizing state of the art technology	<ul style="list-style-type: none"> • Ensure internal technology keeps pace with mid-pack of carriers/providers • Ensure Research and Development is part of product/services costs 	Infrastructure preservation and stewardship
		Diminishing funding	<ul style="list-style-type: none"> • Adjust rates • Offer new products • Seek our grants where appropriate – especially considering planned national investments 	Entrepreneurial
11	Law, Safety, and Justice	Inefficient business practices due to non-integrated process/data	<ul style="list-style-type: none"> • Share data across functions – ensure clear data ownership and stewardship 	Data integration
		Jail population management difficulty	<ul style="list-style-type: none"> • Remote / video visiting • Remote/ video court appearance 	Video conferencing Anywhere office
		Law enforcement remote access to increasing volumes of data	<ul style="list-style-type: none"> • Secure, robust, growing infrastructure • Fast, consolidated information access • Specialized remote equipment 	Portfolio management
		Increased data requests due to homeland security	<ul style="list-style-type: none"> • Data marts (containing all needed information), analytical tools, and end-user ease of inquiry and reporting) 	Analytics Reporting tools
		Unreliable intergovernmental systems/upgrades	<ul style="list-style-type: none"> • Upgrade equipment 	Legacy Regional – State
12	Radio	High criticality/availability equipment nearing end of life	<ul style="list-style-type: none"> • Expand footprint • Integrate data with other jurisdictions (both directions) 	Legacy

Strategic Technology Plan 2009-2012

Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
		Need for increased regional (and broader) interoperability due to homeland security	<ul style="list-style-type: none"> • Integrated or coordinated responder workflows, tools • Event prioritization and escalation across jurisdictions 	Regional – State
4	Department of Natural Resources and Parks - GIS	<ul style="list-style-type: none"> - Continuing technology improvements and availability of mapping utilities online - Performance measurement / management initiatives - Data ownership 		Geo
4	Department of Natural Resources and Parks -Water Land and Resources Division	Increased regulation (requiring budget diversion) Annexations will drastically reduce discretionary revenues available Planned revenue reduction	<ul style="list-style-type: none"> • Reduced water monitoring and look towards new funding sources outside of County • Focus on meeting new regulatory requirements 	Entrepreneurial Regulatory
4	Department of Natural Resources and Parks - Wastewater	<ul style="list-style-type: none"> - Reduce/smooth rate increases - Convert waste to resource - Bring new treatment plant (Brightwater) online 		Entrepreneurial
4	Department of Natural Resources and Parks -Solid Waste	Manage financial impact of tonnage downturn Regional collaboration on master plan Plan for disposal in anticipation of closing Cedar Hills landfill Convert waste to resource	<ul style="list-style-type: none"> • Closely monitor tonnage, revenue, expenditures and respond if needed • Waste recycling, reduction/prevention/re-use 	Pro-active communication Robust Web

Strategic Technology Plan 2009-2012

Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
4	Department of Natural Resources and Parks -Parks	<ul style="list-style-type: none"> - Increase entrepreneurial and volunteer efforts at facilities - Support increased youth recreational activities - Improve existing facilities 		Entrepreneurial
5	Department of Adult and Juvenile Detention - Operational Master Plan 2004	Future revenue shortfalls	<ul style="list-style-type: none"> • Increase revenue collection • Modify revenue allocation process for CX • Change revenue collection process, priorities, etc... 	
		Increased Demand for services due to population growth	<ul style="list-style-type: none"> • Expand physical infrastructure • Execute programs providing alternatives to detention • Execute programs shortening detention periods • Execute programs that mitigate need for detention 	Portfolio management
		Faster/easier booking	<ul style="list-style-type: none"> • Electronic submission of booking documents 	Anywhere office
		Improve classification process and improved determination of inmate program eligibility	<ul style="list-style-type: none"> • More information for classification process • Automatic recommendations for classification based on profiles, history, etc... 	Analytics
2	Public Health	Increasing regulation	<ul style="list-style-type: none"> • Systems of record that meet/surpass all regulatory requirements – necessitates systems that are easy to update 	Regulatory

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Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
		Emerging diseases, environmental threats, and terrorism – need to be able to respond more rapidly	<ul style="list-style-type: none"> • Advance preparedness systems • Rapid assessment / threshold setting and alerting systems 	Analytics
		Diminishing funding	<ul style="list-style-type: none"> • New revenue sources or allocation methods 	
		Promotion – provide information necessary to make healthier choices	<ul style="list-style-type: none"> • Increased web presence – easy to use and interesting /entertaining content (web 2.0 or 3.0) 	Robust web Pro-active communication
		Escalating health care costs – need to provide affordable health care to all	<ul style="list-style-type: none"> • Cost control systems • Alerting and exception reporting, monitoring, trending analysis • Group rate setting agreements 	Analytics Reporting tools
		Focus on neighborhoods?	<ul style="list-style-type: none"> • Electronic office (tools, records, diagnosis) available remotely as needed 	Anywhere office
9	Prosecuting Attorney Office – PROMIS	On-line office from courtroom, elsewhere	<ul style="list-style-type: none"> • Case document management across justice agencies 	Anywhere office
			<ul style="list-style-type: none"> • Web-based/accessible documents and data 	Self-help Robust web
			<ul style="list-style-type: none"> • Unified documents/data entry 	Data Integration
		Flexibility to meet current and future business needs	<ul style="list-style-type: none"> • Replace/upgrade aging systems 	Legacy
		Reduced risk of operational failure from aging systems	<ul style="list-style-type: none"> • Replace/upgrade aging systems 	
13	County's energy conservation plan	50% of total energy from renewable sources by 2012, Transit by 2020	<ul style="list-style-type: none"> • Flywheel UPS technology? 	Green

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Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
		10% net reduction in energy usage by 2012 (from 2007 base)	<ul style="list-style-type: none"> • Flywheel UPS technology in DC • Data center to reduce overall power consumption by 10% by 2012 (compared to 2007) • Desktop equipment power reductions (thin client, Verdiem) • Increased telecommuting (also reduces waste/emissions) 	Green
		Maximize turning waste into energy	<ul style="list-style-type: none"> • Minimize waste through recycle of old equipment • Flywheels (no disposal of batteries) 	Green
		LEED gold certification for all new buildings		Green
		Encourage purchase of energy star equipment and factor energy efficiency into purchasing decisions	<ul style="list-style-type: none"> • All IT equipment purchase energy star compliant • Verdiem • PC and server procurement to incorporate extra consideration for energy star products, energy star 'vendors' (i.e. those utilizing green production methods) 	Green
		Reward departments that save on energy by returning savings to departments	<ul style="list-style-type: none"> • Data center rates based on power consumption (to shape behavior towards power savings) • Rebate IT customers based on Verdiem energy savings 	Green
14	Growth management plan	Population and economic growth Rural and suburban planning differences Annexation initiatives		Portfolio management

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Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
15	Equity and social justice plan/ documents	Incorporate impact of all policies/decisions on underserved communities		
		How can policy/decision be used as an opportunity to work 'upstream'? Upstream is at the root of issues causing inequity such as affordable housing, quality education, safe neighborhoods, affordable transportation, community recreational opportunities	<ul style="list-style-type: none"> • Provide equal access to information and services (through internet) • Make information accessible (multiple languages) • 	
			<ul style="list-style-type: none"> • Provide older technology equipment that still works to underserved communities (recycle?) • Introduce related education/jobs programs? • Perform and provide local technology planning and services 	Sustainability Technology outreach
		Identify underserved communities	<ul style="list-style-type: none"> • Provide data analytic and reporting tools • Ensure data is secure/accessible 	Analytics Security
		Community engagement in planning and decision making	<ul style="list-style-type: none"> • Identify Technology / broadband needs of communities and where these needs are underserved • (Business Relations and Economic Development currently updating rural strategies and will reflect broadband access in those strategies if needs are there) 	Broadband Technology outreach

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Doc Xref	Area	Business Driver	Potential Solutions	Roll-up Category
		Integrate services and planning so that benefits reach beyond silos	<ul style="list-style-type: none"> • Law, Safety, and Justice – integration of child/welfare processes and related data 	Data integration

APPENDIX G – STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND CHALLENGES REPORT

Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
From 2006-8 STP						
Implement Enterprise Applications		X	X	X	Continue	Top priority from last Strategic Technology Plan. Currently planned through 2012.
Institutionalize Project Management	X	X		X	Complete	Moved to Operations. Methodology will be refreshed as part of Operations. Project management assignment still a challenge to be addressed with policies.
Institutionalize Performance Measurement for Operations	X			X	Complete	Robust program now operational and institutionalized – Challenges exist in handling increasing volume without robust tool.
Institutionalize Performance Measurement for Projects	X			X	Complete	Robust program now operational and institutionalized – challenges exist.
Expand Law, Safety, and Justice program	X	X	X	X	Modify	Clear improvements have been accomplished. Data ownership, access, integration is countywide issue.
Standardise document management and records management		X	X	X	Modify	Combine into enterprise applications area.
Standardize technology using portfolio approach		X	X	X	Continue	Partial portfolio success with projects/Project Review Board. Expand into infrastructure, data, policy, and application areas. Tools may be needed.
Standardize data retrieval		X		X	Modify	Combine with Law, Safety, and Justice redirection on data ownership, control, access, integration, and analytical tools.
Explore thin client and open source	X		X		Complete	Thin client product available. Open source not viable when assessed previously. Should be re-assessed not as a strategy but as part of infrastructure and application portfolio analysis and direction.
Provide on-line payment options	X				Complete	Many opportunities for online payments. Should shift to other types of Web services.
Improve on-line access to information and services	X		X		Complete	Several awards for King County Web presence. Social media and interactive Web should be focus of future.
Reorganize Technology Functions		X	X	X	Continue	Much progress has been made. Full benefits not yet realized – much work still to do.

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Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
Develop Agency Technology Plans	X		X		Complete	Service delivery plans developed and utilized by Executive, available to others. Plans are integrated with King County overall technology and business planning cycles. Agencies should be further involved and integrated with the next phase of IT reorganization. Service delivery plan templates are available for all now.
Establish IT asset management policies and practices		X	X	X	Modify	Lack of progress due to waiting on reorganization structures. Combine into infrastructure portfolio's expected outcomes.
Strengthen information security	X		X	X	Complete	Security and Privacy operationalized. County has not suffered a major security incident for several years. Challenge is to stay ahead of evolving threats.
Strengthen information privacy	X				Complete	Security and Privacy operationalized.
Strengthen IT business continuity	X		X		Complete	IT business continuity is now operationalized – opportunities going forward as part of operations to improve potential failover through virtualization and other technologies.
Transition to an integrated IP network	X				Complete	Core of network upgraded. Emergency equipment replacement mostly complete. IPT now provided at Chinook and will be expanded in future. IPT expansion should be a new strategic objective over the next 3-5 years.
From Review of Various Business Strategy & Plan documents (Roll-up)						
Infrastructure preservation and stewardship		X		X	Create	<ul style="list-style-type: none"> • Continuity of existing services will be challenged over the next 3-5 years if decisions and related planning are not conducted soon. • Radio has already started to discuss replacement upgrade for 800MHz system and must continue to move forward to avoid performance degradation related to safety and emergency response by 2012. • Current telephony equipment is already at high risk of failure and must be replaced to continue voice service. There is an opportunity to take advantage of county's IP/data network to deliver phone service. • The mainframe platform – though stable, provides limited new functionality opportunities, and consequently new solutions are migrating to other (server-based) platforms. As applications leave the mainframe (like ABT), the cost to remaining customers increases proportionally. A strategy to move all applications off the mainframe will reduce overall

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Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
						<p>system costs, improve functionality, and enable more rapid customer service when applications need repair or modification.</p> <ul style="list-style-type: none"> I-Net is currently moving to replace outdated network equipment in order to provide services competitive with private vendors as well as to introduce new functionality that I-Net customers will benefit from.
Performance management	X		X	X	Outcome	<p>A strong performance measurement program is now in place for executive IT. This should be leveraged to incorporate performance management techniques. It should also be expanded to areas outside of the Executive Branch where possible. Industry comparisons would also be helpful.</p>
Analytics		X	X		Outcomes	<p>Analytics is the ability to analyze data collected in the course of business in order to better understand and improve operations. Currently, analysis of data is difficult and unpredictable. Significant operational improvements are possible through effective analytics. Effective analytics depend upon good data stewardship and common practices.</p>
Reporting tools			X		Close	<p>Roll reporting tools into the analytics effort.</p>
“Anywhere” office		X	X	X	Outcome	<p>“Anywhere” office is the idea that employees can perform their work regardless of location, by accessing all of the information and tools that are typically available at their desk, from another location. This is possible if the information access and tools utilized are electronic and the technology infrastructure extends to the desired location.</p> <p>Jail Health has realized this value by making medical records electronic and available in multiple locations. Other business areas can also benefit from this idea – notably attorneys.</p>
High availability				X	Outcome	<p>New technology enables increased options for making technology solutions more highly available. Challenge is to match needs with costs, to ensure overspending does not occur. Some low cost solutions may be available through future virtual environments</p>
Business process modeling		X	X	X	Outcome	<p>There is a cultural challenge related to having IT involved with business operational models. However, many private companies are seeing high value from having IT involved with business process modeling by better aligning technology solutions to business needs. In addition, either technology or business changes can more accurately identify the impact on the other. Approach should be for</p>

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Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
						ABT to pilot as part of business transformation, and for others to follow.
Resource planning and management		X	X	X	Outcome	Current IT resource planning is performed sporadically and at a high level. Opportunities to implement consistent process around resource planning should yield improved ability to respond to customer needs if priorities shift. It should also enable IT to provide better customer service through more accurate forecasting of future completion dates.
Regulatory				X	Tactical	Increasing regulatory requirements in some areas are making it hard to maintain cost structures. This should be dealt with tactically.
Self-help	X		X		Outcome	King County has a strong web presence, and should leverage that by increasing the opportunities citizen/customer self-help. Next generation web tools are needed to provide a robust, interactive experience that Web users are coming to expect.
Robust web (includes social media)	X	X	X		Outcome	See 'self-help'.
Customer experience		X		X	Combine with 'one gov' below	County services are currently stove-piped, and purview into all of a customer's interests and history is not currently possible. The costs/benefits of doing so need to be clear prior to starting. Though this was an executive priority in the past, overall costs and benefits have not yet proven out to implement a robust tool and related support. Creative, smaller solutions may be possible and viable.
Video conferencing		X	X		Outcome	Video conferencing is only available to a small set of employees primarily involved with emergency response. Making video conferencing available would improve employee productivity given our multiple locations and related travel time associated with meetings and/or cost of not communicating effectively.
Security	X		X		Outcome	Have not had a major security breach in the last several years. Need to continue to focus on remaining secure due to new threats that continually arise. Future focus should incorporate data security as part of an overall data strategy.
Technology outreach	X		X		Outcome	Technology is available to most citizens through their local libraries (supported by I-Net). Making King County more accessible via the internet can include additional access points in communities. It can also include additional ways for the communities to be involved (i.e., through personal device interactions utilizing social media

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Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
						like twitter, blogs, etc...)
Pro-active communication		X			Outcome	Include as part of robust web presence. Need to provide new/additional proactive communication tools for better outreach and contact when it is needed.
Data integration	X	X	X	X	Outcome	This is a broad area. Some integration has occurred in the Law, Safety, and Justice area with excellent results. Additional integration opportunities exist there as well as in other areas throughout the county. Integration relies on multiple data related concepts including ownership, security, access, analytics, and others. These foundational components are needed across our IT environments.
Regional/State		X		X	Outcome	Current state provided solutions have reached end-of-life without replacement solutions available. King County will need to create appropriate solutions, while working with the state, to ensure ongoing operations and future integration as needed. Both PROMIS and Court Case Management are examples of this. In addition, King County has the opportunity to provide regional leadership in many areas including emergency radio, I-Net, and other areas.
'one Gov'					outcome	'One Gov' is the idea that King County appears integrated and able to service a customer through a single focal point (or any interaction point). This will rely on several significant other outcomes including data integration, ownership, and security.
Portfolio management	X	X	X		Continue	Discussed above.
Entrepreneurial						
Geo analysis/tools	X				Operations	Already robust operations available to meet needs.
Broadband	X		X	X	Outcome	King County has significant broadband assets that can/should be leveraged to better advantage for the constituents of King County. I-Net currently extends some of the benefits to Public Educational, and Governmental (PEG) entities. Private/public partnerships should be explored to determine potential future benefits. In addition, federal stimulus funds may present an opportunity in this area.
Sustainability / Green IT			X		Create	The new data center is encompassing green concepts where possible. In addition, an IT sustainability policy and PC power management are currently being addressed. Additional opportunities should be explored including virtualization and consolidation of platforms.
From IT Reorganization –						

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Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
benefit realization report						
Service desk	X	X	X		Outcome	Multiple IT service desks currently exist throughout the county. Unfortunately, they do not share information and consequently it is difficult to coordinate service response and closure. A common front-end Web page has been created that provides a start. Future convergence is needed.
Workstation standardization			X	X	Outcome	A common desktop offers the promise of reduced costs in overall support. Some standardization exists locally, but should be expanded. Keeping support local while standardizing will be a challenge.
Server consolidation / virtualization		X	X	X	Outcome	Current platforms.
Multi-year contracting	X		X		Outcome	Many multi-year IT contracts already exist. However, they should be reviewed from an enterprise standpoint and re-worked if appropriate. Getting all staff to utilize these contracts will be a challenge when special deals exist and may meet a local lead more effectively.
Performance metrics	X		X		Outcome	The current program is continuing to expand and mature. Utilizing metrics as part of ongoing management decisions is needed, but a big cultural change. In addition, comparisons with industry models can be added over time.
Change management		X	X	X	Outcome	Change management currently occurs on a limited basis. Robust practices that ensure minimal impact to operations are needed. Some way to audit compliance and enforce accountability is also needed. The opportunity to reduce the impact on customers and better meet service level expectations is there.
Power management	X		X		Outcome	Power management for PCs is established for the executive branch and needs to be expanded to other branches. It also needs to expand beyond PCs to additional equipment.
Data center	X	X	X	X	Outcome	The current primary data center will be replaced in 2009 with a new, green, state-of-the-art data center providing reduced risk of failure and increased capacity for expansion. With fixed costs for the facilities (variable costs for power), King County should look to both maximize the equipment that is located in the new data center (only 50 percent will be moved in initially), minimize the footprint (both square foot and power) of that equipment, and reduce the risk of operations afforded by a state-of-the-art data center.

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Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
Project Manager selection			X		Outcome	Project Manager selection is performed differently throughout the county and could benefit from increased rigor.
Asset management		X	X	X	Outcome	Various forms of asset management exist throughout the county. Getting consistent information in order to better plan for replacement and repair of equipment would improve existing operations. A project has been focused on this topic and should be implemented so that all can have a consistent asset management approach.
IPT – Telecom platform		X		X	Outcome	Current telephony back-office equipment is aging and difficult to repair. The investment to replace this equipment is significant. The county’s current IP network presents an opportunity to switch from the current voice network. Also, experience in the Chinook Building provides ‘pilot’ experience for that type of an implementation countywide. The challenge is to identify the lowest cost option that provides needed functionality and can be implemented and operated effectively.
Mainframe phase-out	X	X		X	Outcome	<p>The current mainframe operating platform is stable and reliable. However, it is also inflexible, aging, and limited related to new development functionality. No new systems have been built for this platform for several years, and all new development has migrated to servers. As existing systems are rebuilt/architected, they are moving off the mainframe and onto servers. Because the cost to operate the mainframe is primarily fixed, the costs to those application systems that remain continue to increase. A strategy for migrating all applications off the mainframe is needed in order to reduce the costs to users of that platform before they become unsupportable. An option would be to charge mainframe costs to customers not based on usage, but their ability to pay (this option is not likely). Strategy should entail the following characteristics.</p> <ul style="list-style-type: none"> • Set deadline for when mainframe platform will be decommissioned. • Priority is for applications to be rebuilt prior to that deadline onto new platform. • For those applications that cannot meet this deadline, migration of all applications to a rehosting environment will be performed automatically at deadline. • Mainframe will be decommissioned and sold. • Applications will continue to pay rehosting fees until

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Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
						they are able to rebuild their application onto a new platform.
IT competency and maturity		X	X	X	Objective or outcome	Based on a recent maturity assessment, King County's IT is at the lowest level of competency. While this ranking is exactly average for our peer group, there is a lot of opportunity for improvement. Improvement comes through standardization and increased tool utilization to perform tasks that may be done manually now. Target areas are already being addressed by IT Reorganization technology projects, but can go farther than current scope to achieve higher maturity levels.
From Last SAC Meeting						
Court case management		X		X	Outcome	State provided system is aging and risk of failure is high, without a state identified replacement. King County will proceed to identify its own replacement and work with the state to ensure that it is interoperable with their future solutions.
Prosecuting Attorney Office management information system		X		X	Outcome	State provided system is aging and risk of failure is high, without a state identified replacement. King County will proceed to identify its own replacement and work with the state to ensure that it is interoperable with their future solutions.
IT policy creation and implementation <ul style="list-style-type: none"> • Acceptable Use of IT Assets • Project Management Certification • Protected Electronic Data Encryption Policy • Power Management of IT Equipment 			X	X	Outcome	Having IT policies that apply to the entire county would provide consistency, risk, and efficiency benefits. Current issues exist related to the enforceability of policies across separately elected. For now, all have agreed to try and voluntarily comply. In addition, all agencies are included in IT policy creation/review in order to ensure they work for all. Creating the policies identified will add value. In addition, a policy framework that provides a vision for all need policies and their status should be created, implemented, and complied with.
Countywide roll-out of IPT		X		X	Outcome	See IPT above.
Expand video conferencing capabilities		X	X		Outcome	See video conferencing above.
Multi-Year IT procurement contracting	X		X		Outcome	See multi-year procurement above
Countywide telecom		X	X	X	Outcome	While some guidelines exist, telecom is managed by each

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Topic	Strength	Weakness	Opportunity	Challenge	Recommendation	Notes
guidelines						<p>department in its own way. Countywide guidelines would help with overall cost savings and administration of programs. It will be challenging to get managers to devote time to managing an area that currently does not receive a lot of focus. The current budget situation should help to make managers devote more time to this area due to potential for cost savings.</p>
Regional 800 MHz emergency radio replacement strategy	X	X	X	X	Outcome	<p>The county currently provides a stable, highly available radio network for emergency, safety, and first responders. Equipment for this network will have aged to the point of reduced vendor support within a few years – increasing the likelihood that availability will degrade if the equipment is not replaced. Added to this fact is the potential increased interoperability that may be enabled by an equipment upgrade. Current work is being done at a regional level to identify requirements and make-up of the next generation system. Work needs to continue so that availability is not degraded related to this critical infrastructure component supporting high criticality business functions.</p>



APPENDIX H – OIRM DIRECTING CODE

2.16.0755 Office of information resource management – chief information officer.

- A. The office of information resource management shall be directed by a chief information officer ("CIO"). The CIO shall be appointed by the executive and confirmed by the council. The CIO shall report to the county executive and advise all branches of county government on technology issues. The CIO shall provide vision and coordination in technology management and investment across the county. The CIO shall attend regular executive cabinet meetings as a nonvoting member and advisor on technology implications of policy decisions. The CIO shall meet regularly with business managers for the assessor, council, prosecutor, superior court, district court and sheriff to advise on technology implications of policy decisions. The CIO shall advise all county elected officials, departments and divisions on technology planning and project implementation.
- B. The duties of the CIO also shall include the following:
1. Overseeing the information technology strategic planning office and production of a county information technology strategic plan and updates to the plan;
 2. Overseeing the central information technology office of project oversight and monitoring of approved technology projects;
 3. Recommending business and technical information technology projects for funding as part of the county's strategic planning process;
 4. Recommending technical standards for the purchase, implementation and operation of computer hardware, software and networks as part of the county's strategic planning process;
 5. Recommending countywide policies and standards for privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships as part of the county's strategic planning process;
 6. Recommending strategic information technology service delivery models to be implemented by county departments;
 7. Identifying and establishing short-range, mid-range and long-range objectives for information technology investments in the county;
 8. Establishing a standard methodology for information technology project management, including requirements for project initiation and review, parameters for agency contracts with information technology vendors, and reporting requirements to facilitate monitoring of project implementation;
 9. Establishing criteria for determining which information technology projects will be monitored centrally;
 10. Monitoring project implementation when projects meet the established criteria;
 11. Releasing the funding for each phase of those projects subject to central oversight based on successful reporting and completion of milestones;
 12. Recommending budgetary changes in the funding of information technology projects to the executive and council, as appropriate;
 13. Directing the suspension or general shutdown of projects having difficulties in resolving issues related to scope, schedule or budget;
 14. Conducting post-implementation information technology project review;
 15. Managing the internal service fund and capital project fund of the office of information resource management;
 16. Providing annual performance review to the executive and council;
 17. Managing the information and telecommunications services office; and
 18. Planning, oversight and management of information technology functions within the executive branch, including the following:
 - a. approving the department information technology service delivery plan in conjunction with the executive branch department directors;
 - b. ensuring that executive branch department information technology service delivery needs are met according to the agreed-upon information technology service delivery plan for the department;



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- c. hiring or designating, or both, the department information technology service delivery manager in consultation with the department director to manage the day-to-day information technology operations within each executive branch department; and
 - d. ensuring that executive department information technology needs are aligned with the countywide three year strategic technology plan and the annual technology business plan.
- C. C. To support the CIO in carrying out the duties of the office, all county departments shall develop and maintain information technology plans that align to the countywide strategic technology plan and meet their departments' business goals and objectives and shall procure information technology with due diligence demonstrated to meet policies and standards established through the technology governance. (Ord. 15559 § 4, 2006: Ord. 14561 § 4, 2002: Ord. 14199 § 16, 2001: Ord. 14005 § 3, 2000).

2.16.0756 Office of information resource management – chief information officer – convening of information technology security steering committee. Within three months of his or her confirmation by the council, the chief information officer shall convene an information technology security steering committee to consider and make recommendations regarding issues of privacy and security relating to the use of technology. (Ord. 14005 § 5, 2000).

2.16.0757 Office of information resource management – information technology strategic planning office. The office of information resource management shall include an information technology strategic planning office. The information technology strategic planning office shall report directly to the chief information officer. The information technology strategic planning office shall:

- A. Produce an information technology strategic plan with annual updates for council approval. The strategic technology plan shall be transmitted to council no later than June 30 of the reporting period, with annual updates provided by April 30. The plan should include:
 - 1. A section that includes:
 - a. text describing, for individual planning issue areas, the current environment, strengths, weaknesses, opportunities and challenges;
 - b. a list of recommended objectives, with description; and
 - c. the approach to achieve the desired outcomes for each strategic objective;
 - 2. The annual update should provide accomplishments towards meeting objectives from previous approved strategic plans, when objectives have not been met and a discussion of the obstacles towards meeting those objectives; and
 - 3. Appendices supporting the recommendations with empirical data;
- B. Support the work of countywide planning committees that coordinate business and technical needs for information technology investments;
- C. Produce an annual technology report. The annual technology report shall be transmitted to council no later than June 30 of each year; and
- D. Produce an annual proposed technology business plan. The annual proposed technology business plan shall be transmitted to the council at the time of transmittal of the executive's proposed budget. Beginning with the 2010 budget transmittal, the annual proposed technology business plan shall include the items listed in subsection D.1. through 5. of this section. For the 2009 budget transmittal, if it is not feasible to include the information in subsection D.1. through 5. of this section in the proposed technology business plan, it is the intent of the council that the information outlined in subsection D.1. through 5. of this section be provided separate from the proposed technology business plan at the time of the budget transmittal.
 - 1. A summary of each technology project seeking funding in the proposed budget.
 - 2. For each project seeking funding in the budget, the following information shall be reported:
 - a. the total budget request for the proposed project;
 - b. the total of past appropriations;
 - c. an estimate of any future budget requests to complete the project;
 - d. project milestones with specific dates, of which at least two shall be projected to occur during the proposed budget year; and



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- e. a cash flow plan identifying the dates when funds proposed in the budget are anticipated to be encumbered or expended.
 - f. the expected useful life of the technology.
 - g. preliminary outcome measures to assess whether the project is successful upon completion.
3. For all existing projects seeking funding in the proposed budget, the technology business plan shall include a status report on whether the project's major milestones identified at the time of the first and subsequent budget appropriations have been achieved shall be provided.
 4. A list of all projects with active appropriation authority, including projects not seeking funding in the proposed budget and the unexpended appropriation for each project.
5. The technology business plan shall include a table identifying the projected cost savings from information technology projects. The table shall be updated annually at the time of the transmittal to the council to document achieved savings versus the projected savings at the time the project was approved. (Ord. 16551 § 1, 2009; Ord. 16249 § 1, 2008; Ord. 15559 § 5, 2006; Ord. 14005 § 4, 2000).

2.16.0758 Office of information resource management – information technology office of project oversight. The office of information resource management shall include a central information technology office of project oversight. The office of project oversight shall report directly to the chief information officer. The office of project oversight shall:

- A. Develop criteria for determining which information technology projects should be subject to central monitoring by the office of project oversight;
- B. Develop a process for information technology project initiation, including submittal of a business case analysis;
- C. Develop requirements for the components of the business case, such as, but not limited to, the linkage to program mission or business plan or cost-benefit analysis;
- D. Set parameters for acceptable conditions and terms of information technology vendor contracts with county agencies;
- E. Establish project implementation reporting requirements to facilitate central monitoring of projects;
- F. Review the information technology project initiation request, including business case analysis, to ensure that materials contain all required components, have substance and are backed by documentation;
- G. Monitor projects during implementation relying on documentation that has been approved by the project's steering committee or other governing body;
- H. Approve the disbursement of funding for projects that meet the criteria for project management as established in K.C.C. 2.16.0758.A;
- I. Recommend budgetary changes to the executive and council as appropriate during each phase of project implementation;
- J. Directing the suspension or general shutdown of project having difficulties in resolving issues related to scope, schedule or budget; and
- K. Conduct project postimplementation reviews, documenting strengths and weaknesses of the implementation process and the delivery, or lack thereof, of either cost savings or increased functionality, or both. (Ord. 15559 § 6, 2006; Ord. 14005 § 6, 2000).

2.16.075805 Office of information resource management – information and telecommunications services office. The information and telecommunications services office shall include the following duties:

- A. Designing, developing, operating, maintaining and enhancing computer information systems for the county and other contracting agencies, except for geographic information systems, which shall be administered by the department of natural resources and parks;
- B. Managing the cable communications provisions in K.C.C. chapter 6.27A;
- C. Negotiating and administering cable television and telecommunication franchises under K.C.C. chapter 6.27;
- D. Providing telephone system design, installation, maintenance and repair;
- E. Managing and operating the centralized printing and graphic arts services;



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- F. Providing internal communications and public information services including setting standards for and preparing informational publications, except to the extent to which the council decides, as part of the annual appropriation ordinance, to fund selected departmental level internal communications and public information services in certain departments or divisions; and
- G. Administering the emergency radio communication system under K.C.C. chapter 2.58, but not including the radio communication and data system operated and maintained by the department of transportation. (Ord. 15559 § 7, 2006).

2.16.07581 Definitions - Ordinance 14155.

- A. Annual technology report: a report of the status of technology projects as of the end of the prior year pursuant to K.C.C. 2.16.0755.
- B. Integration: technical components and business philosophies that bring together diverse applications from inside and outside the organization, to streamline and integrate business processes within an organization and with outside partners.
- C. Interoperability: the ability of two or more hardware devices or two or more software routines to work together.
- D. Long-term: a planning horizon of over three years out.
- E. Mid-term: a planning horizon of two to three years.
- F. Short-term: a planning horizon of one to two years.
- G. Strategic: Likely to be more than three years out; necessary for achieving the planned effect desired.
- H. Information technology strategic plan: a report that provides a vision and coordination of technology management and investment across the county pursuant to K.C.C. 2.16.0757A.
- I. Technology business plan: an annual plan for the next year's technology operations and proposed projects; intended to align with individual agency's business plans and budget requests and the countywide standards and policies and direction as set forth in the strategic information technology plan. (Ord. 14155 § 1, 2001).

2.16.07582 Strategic advisory council.

- A. The strategic advisory council is hereby created. The council shall act in an advisory capacity to the King County executive in developing long-term strategic objectives and planning and implementing for information technology deployment countywide. The members shall be the King County executive, two representatives of the King County council's choosing, the King County sheriff, the King County prosecuting attorney, the King County assessor, the King County chief information officer, the presiding judge of the King County superior court, the presiding judge of the King County district courts, up to eight external advisor from the private sector to be selected by the chair and the chief information officer, each to serve a two-year term, and up to two external advisors from the public sector to be selected by the chair and the chief information officer, each to serve a two-year term.
- B. The strategic advisory council shall:
 - 1. Develop and recommend strategic objectives for information technology deployment countywide;
 - 2. Review information technology proposals for their alignment with adopted strategic objectives;
 - 3. Review and endorse the information technology strategic plan and all updates to it; and
 - 4. Review policy-related transmittals to the county council that are proposed by the King County executive for large countywide information technology projects, such as the business cases.
- C. The King County executive shall serve as the chair of the strategic advisory council.
- D. Formal votes shall be taken and recorded on all recommendations and endorsements.
- E. Members of the strategic advisory council shall serve without compensation. (Ord. 15559 § 8, 2006; Ord. 14155 § 2, 2001).

2.16.07583 Business management council.

- A. The business management council is hereby created. The council shall act in an advisory capacity to the county's chief information officer in carrying out duties related to developing short-term, mid-term and strategic objectives for information



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technology countywide, in recommending information technology proposals for funding and in developing standards, policies and guidelines for implementation. The members shall be the King County chief information officer and agency deputy directors or business managers designated by each agency's director, familiar with that agency's business and operations and having authority to commit resources and speak with the authority of the department when participating in business management council meetings.

- B. The business management council shall:
1. Review information technology proposals made by individual members, groups of members or ad hoc committees;
 2. Assess short-term, mid-term strategic value and risk of information technology proposals;
 3. Assess alignment of information technology proposals with agency business plans, agency technology plans and adopted strategic objectives;
 4. Recommend information technology proposals for funding and for inclusion in the technology business plan and the information technology strategic plan;
 5. Review and provide recommendations for implementing information technology standards, policies and guidelines;
 6. Review and provide recommendations for finalizing the annual technology report and the technology business plan; and
 7. Review operations management issues as needed.
- C. The King County chief information officer shall serve as the chair of the business management council and shall designate a vice-chair as needed.
- D. The chief information officer may convene such additional ad hoc committees as are determined to be necessary for the business management council to focus on specific topics or to address the needs of a logical group of agencies. These committees shall review topics and report findings to the chief information officer and the business management council.
- E. Formal votes shall be taken and recorded on all recommendations and endorsements. Meeting minutes shall formally record issues and concerns raised by members for consideration by the chief information officer.
- F. Members of the business management council shall serve without compensation. (Ord. 15559 § 9, 2006; Ord. 14155 § 3, 2001).

2.16.07584 Technology management board.

- A. The technology management board is hereby created. The board shall act in an advisory capacity to the county's chief information officer on technical issues including policies and standards for information security, applications, infrastructure and data management. The members shall be: the King County chief information officer and agency information technology directors or managers designated by each agency's director and familiar with that agency's technology needs and operations.
- B. The technology management board shall:
1. Review the strategic objectives recommended by the strategic advisory council and assess issues related [to] the ability of the technology infrastructure to support them;
 2. Review the business objectives and information technology proposals recommended by the business management council and assess issues related to compliance with the county's technology standards and policies and the impact to the technology infrastructure required to support them;
 3. Develop or review information technology program proposals that support the strategic and business objectives of the county;
 4. Develop or review echnology program proposals that promote the efficient operation and management of technology infrastructure, applications and data;
 5. Recommend technology program proposals for funding and for inclusion in the technology business plan and the information technology strategic plan;
 6. Review and provide recommendations for finalizing the King County annual technology report and the technology business plan; and



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7. Develop or review and recommend standards, policies and guidelines for infrastructure, applications deployment, data management and privacy and security.
- C. The King County chief information officer shall serve as the chair of the technology management board and shall designate a vice-chair as needed.
- D. The chief information officer may convene such ad hoc committees as are determined to be necessary for the technology management board to focus on specific topics or issues. These committees shall review topics and report back findings to the chief information officer [and the] technology management board.
- E. Meeting minutes shall formally record issues and concerns raised by members for consideration by the chief information officer.
- F. Members of the technology management board shall serve without compensation. (Ord. 15559 § 10, 2006; Ord. 14155 § 4, 2001).

2.16.07585 Project review board.

- A. The project review board is hereby created. The board shall act in an advisory capacity to the county's chief information officer in implementing the project management guidelines developed by the central information technology project management office as described in K.C.C. 2.16.0758 A. through E. As appropriate, the board also may assume the project oversight role assigned to the project management office under K.C.C. 2.16.0758 F. through K. The members shall be: the chief information officer, the assistant county executive operations I, the director of the office of management and budget and the director of the department of executive services.
- B. The King County chief information officer shall serve as the chair of the project review board.
- C. Ad hoc project review teams may be convened as determined to be necessary by the project review board to focus on specific projects. Each ad hoc project review team will include the project's sponsoring agency director. These teams shall report back findings to the board.
- D. Formal votes shall be taken and recorded on all recommendations and meeting minutes shall formally record issues and concerns raised for consideration by the chief information officer. (Ord. 15559 § 11, 2006; Ord. 14561 § 5, 2002; Ord. 14155 § 5, 2001).



APPENDIX I – EXECUTIVE ORDER

Executive Orders, Policies and Procedures

Title: Delegation of Oversight of Information Technology (IT) Management

Document Code No.: INF 8-8(AEO)

Department/Issuing Agency: Office of Information Resource Management (OIRM)

Effective Date: August 29, 2003

Approved: /s/ Ron Sims

Type of Action: New

WHEREAS, to ensure that quality results are achieved in an efficient manner from investments in information technology, and

WHEREAS, the interests of the citizens of King County are best served by establishing clear roles and responsibilities, and

WHEREAS, to provide an appropriate and practical balance between the responsibilities of departments, divisions, agencies, and programs within county government to deliver services and meet business objectives and the need to ensure quality results, and

WHEREAS, it is important for business needs to drive information technology solutions and be documented clearly by county departments in a business case that justifies investment in information technology, and

WHEREAS, to identify corrective actions at early signs of project budget, scope, and/or schedule slippage to avoid wasting county resources;

NOW, THEREFORE, I, Ron Sims, King County Executive do hereby delegate to the Chief Information Officer the authority to provide centralized oversight of information technology management for all county agencies as follows:

1. All departments, divisions, agencies, and programs within county government are hereby directed to:
 - a. Create and maintain technology plans that align to and meet their business goals and objectives and align to the King County Strategic Technology Plan, and
 - b. Plan, develop, and implement technology solutions and manage operations of technology solutions in a manner consistent with their technology and business plans, and
 - c. Provide funding for an appropriate amount of project contingency in the project's budget, and
 - d. Establish an appropriate project governance structure to provide steering and leadership for internal project management oversight, and
 - e. Develop selection criteria for technology procurements that demonstrate due diligence in meeting standards established through the technology governance, and
 - f. Provide assurance that identified technology solutions meet stated business goals and objectives.
2. The Chief Information Officer will ensure that all departments, divisions, agencies, and programs within county government are performing the roles in the previous section, have created and maintained documented technology plans, and are in compliance with standards established through the technology governance through the following:
 - a. Approving funding releases for information technology projects that are subject to central monitoring, and
 - b. Approving the use of project contingency based on project plans and justifications provided by the project, and
 - c. Approving information technology initiatives that align to and support technology plans as part of the executive's annual budget process, with approved initiatives forwarded to the Executive for final decision-making, and



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- d. Directing quality assurance reviews and project audits on information technology projects on an as-needed basis with funding for this activity expected to come from project contingency budgets, and
- e. Identifying corrective action plans and checkpoints to be worked in cooperation with department, division, agency or program management to keep information technology projects on a track for successful completion, and
- f. In the event a corrective action plan does not meet stated objectives, convening the Project Review Board as the forum for the responsible department to discuss the state of the project prior to any decision made by the CIO, and
- g. Directing the suspension or general shutdown of projects having difficulties in resolving issues related to scope, schedule and budget.

Dated this 29 day of August, 2003.

/s/ Ron Sims, King County Executive

ATTEST:

/s/ Jim Buck, Interim Director

King County Records, Elections, and Licensing



APPENDIX J – SUMMARY OF PRIOR REPORTS

The King County technology plans [*Navigating the Future: King County Strategic Technology Plan 2002, King County Strategic Technology Plan 2003–2005 (Revised), and King County Strategic Technology Plan 2006-2008*] are available at the following Web site:

<http://www.kingcounty.gov/business/oirm/governance/strategicservices/strategicreports.aspx>

A summary of these and other reports follows.

Study/Report	Results
King County Strategic Technology Plan 2006-2008	<p>This plan represents a general update of the 2003–2005 Strategic Technology Plan. Some aspects of that plan, including the goals and guiding principles, are relatively timeless and unchanged. However, as the business environment and objectives change over time, specific technology objectives and plans must be adapted. This plan incorporates a number of significant changes from the previous plan including:</p> <ul style="list-style-type: none"> • Reorganization of the plan to clearly associate short-term objectives with long-term goals and guiding principles. • Consolidation of the objectives and strategies in the previous plan into a more manageable set of strategic objectives. • Inclusion of accomplishments and progress toward the goals and objectives defined in previous versions of the Strategic Technology Plan.
2003–2005 King County Strategic Technology Plan	<p>King County operates technology groups in various agencies with little coordination across them – performing redundant functions that include programming, report development, network and server administration, and applications support. King County lacks centralized, coordinated organization structures supporting IT-related enterprise functions and technologies.</p> <p>Formal performance measurement related to IT is not in place, hindering agencies from knowing where plans, initiatives, projects, and budgets stand.</p> <p>Designs and plans to guide personnel in development, implementation, and deployment activities are inadequate.</p> <p>King County lacks a standardized infrastructure and suffers from a proliferation of servers without consideration of capacity or placement.</p>
IBM Network Infrastructure Optimization Assessment and Evaluation	<p>The decentralized nature of King County’s structure raises costs and lowers efficiency of providing data networking.</p> <p>This decentralized structure significantly increases expenditures and leaves King County more susceptible to outages than other reasonable networking solutions.</p>



Study/Report	Results
King County General Government Budget Advisory Task Force	<p>King County can become more efficient.</p> <p>All levels of county government, and all programs, should be engaged in identifying ways to become more efficient and to eliminate duplication.</p> <p>King County must simplify, unify, and streamline its management practices. Basic management systems of King County are fragmented.</p> <p>Multiple financial systems and HR systems exist. Basic business policies and practices of the government differ widely across the organization.</p> <p>King County must place a higher priority on investing in central systems technology.</p>
Berk & Associates – King County Commission on Governance	<p>King County’s \$500 million general fund faces a long-term structural revenue gap. At current growth rates, costs for law and justice services threaten to consume all general fund revenues by the year 2009.</p> <p>The county should consolidate all internal service functions (including IT) for every agency in a single countywide office focused on consistent management and cost controls.</p>
Pacific Technology – Total Operating Cost of Technology	<p>King County spends over \$65 million per year on IT-related operations and maintenance, an amount that would make an IT agency the county’s eighth largest agency from an operations and maintenance spending perspective.</p> <p>King County has a highly distributed approach to IT service delivery.</p> <p>Ratios of workstations-to-desktop services staff and servers-to-server administration staff are at or below the median found in other public sector organizations – signifying that room for improvement may exist.</p> <p>IT operating expenditures as a percentage of total operating expenditures are above the range typically found in other public sector organizations.</p>
IBM – Security Configuration Assessment Guidelines	<p>King County lacks a unified approach to county IT security.</p> <p>Inconsistent policies and procedures may impact the effectiveness of protection, detection, and response.</p> <p>Each organization implements its own security strategy, creating potential exposures for the other agencies.</p> <p>King County needs to create a security organization within the structure with authority necessary to enforce compliance with security policies, procedures, and standards.</p>

NOTE: This summary of prior reports was extracted from the IT Organization Study Report developed for King County by Pacific Technologies, Inc. (PTI) which was updated to include the King County Strategic Technology Plan 2006-2008



APPENDIX K – SUMMARY OF ACCOMPLISHMENTS

The 2009 Strategic Technology Plan Update communicates the progress that was made on the *2006-2008 Strategic Technology Plan*. This document was submitted by the Executive to the County Council on May 6, 2009. This document was utilized as input in developing the goals, strategies, objectives, and outcome measures included in the 2009-2012 Strategic Technology Plan.

<http://www.kingcounty.gov/business/oirm/governance/strategicservices/strategicreports/backgroundhistory.aspx>



APPENDIX L – ACKNOWLEDGMENTS

King County’s Strategic Technology Plan represents a central component for managing and implementing core systems and infrastructure countywide. As such, it has bearing on all agencies that rely on information systems in accomplishing their mission and day-to-day activities in an efficient and effective manner. It has been recognized from the outset of this planning effort that involvement from key stakeholders throughout the county was essential to achieving the intended broad reach of the final plan. The existing technology governance structure provided a clear means for engaging the relevant audience for input to the planning process. This planning effort would not have been possible without the input and review that has been provided by the Strategic Advisory Council, the Business Management Council, and the Technology Management Board. These three groups provide advice to the Chief Information Officer, as identified in King County Code in Appendix H. Additional Review and input was also provided by the newly created Office of Strategic Planning and Performance Management. Individuals who contributed in this process include the following:

<p>BUSINESS MANAGEMENT COUNCIL (BMC) David Martinez - Office of Information Resource Mgmt Toni Rezab - Adult & Juvenile Detention Lynn Gering - Assessor Beth Goldberg - Office of Management & Budget Marty Lindley - Community & Human Services Jennifer Giambattista – County Council Caroline Whalen - Dept. of Executive Services Joe Miles - Development & Environmental Services Tricia Crozier - District Court Laird Hail - Elections Teresa Bailey - Judicial Administration John Bodoia - Natural Resources Ben Leifer - Public Health David Ryan - Prosecuting Attorney Robin Fenton - Sheriff’s Office Linda Ridge - Superior Court Laurie Brown - Transportation</p> <p>TECHNOLOGY MANAGEMENT BOARD (TMB) David Martinez - Office of Information Resource Mgmt Mike Holland - Adult & Juvenile Detention Hoang Nguyen - Assessor Jim Walsh - Office of Management & Budget Diep Nguyen - Community & Human Services Paul Gaskill - County Council Katie Moriarty - Dept. of Executive Services Tom McBroom - Development & Environmental Services Cathy Grindle - District Court Laird Hail - Elections Carol Bertapelle - Judicial Administration</p>	<p>PROJECT REVIEW BOARD (PRB) David Martinez, County Chief Information Officer, OIRM Bob Cowan, Office of Mgmt & Budget Director Jim Buck, County Administrative Officer, DES Pam Bissonnette, Assistant County Executive</p> <p>STRATEGIC ADVISORY COUNCIL (SAC) Kurt Triplett, County Executive Barbara Linde, Presiding Judge District Court Dan Satterberg, Prosecuting Attorney David Martinez, County Chief Information Officer Kathy Lambert, Council Member Larry Gossett, Council Member Bruce Hilyer, Presiding Judge Superior Court Lynn Gering, Assessor Susan Rahr, King County Sheriff Sherril Huff, Elections</p> <p><i>SAC Private/Public Sector Members</i> Greg Dietzel - IBM Corporation Carolyn Purcell - Cisco Systems Tony Tortorice - Washington State Hugh Taylor - Northrop Grumman Joel Chaplin - Virtuoso Ron Johnson - University of Washington Scott Boggs - Microsoft Corporation (retired) Stuart McKee - Microsoft Corporation Michel Danon - Sound Transit</p>
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<p><i>Technology Management Board, continued</i></p> <p>Gary Hocking - Natural Resources & Parks Fred Flickinger - Prosecuting Attorney Lisa Hillman - Public Health Kelly Furner - Sheriff's Office Lea Ennis - Superior Court Wayne Watanabe - Transportation</p> <p>IT GOVERNANCE STAFF</p> <p>Jim Keller, Interim Director, IT Governance Ashley Hillman, IT Governance Support Zlata Kauzlaric, PRB Oversight & IT Governance Mgr John Klein, IT Planning Manager Ralph Johnson, Chief Info. Security & Privacy Officer Elise McConnell, Security Analyst Ann Moses, Performance Measures Program Manager Gary Tripp, Project Review Manager</p>	<p>OFFICE OF STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT (OSPPM)</p> <p>Elissa Benson, Deputy Director Michael Jacobson, Performance Management Manager</p>
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