



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 17, 2010

Motion 13240

Proposed No. 2010-0180.2

Sponsors Lambert

1 A MOTION approving the report, King County Strategic
2 Technology Plan 2009-2012.

3 WHEREAS, the office of information resource management has the duty under
4 K.C.C. 2.16.0755.B.7. and 2.16.0757.A. to identify and establish short-range, mid-range
5 and long-range objectives for information technology investments in the county and to
6 prepare and recommend for council approval a county information technology strategic
7 plan, and

8 WHEREAS, an updated 2009-2012 draft of the plan was developed with input
9 from governance members, and

10 WHEREAS, the draft version of the plan was shared with the Strategic Advisory
11 Council based on governance members' input and feedback, and

12 WHEREAS, on September 11, 2009, the strategic advisory council endorsed the
13 plan after agreeing that language contained in the prior plan regarding operational
14 autonomy would remain in the plan, and

15 WHEREAS, the refreshed plan builds on prior strategic technology plans, and the
16 vision, goals and guiding principles have remained unchanged in the updated plan, and

17 WHEREAS, the strategies and objectives in the previous plan have been updated
18 to reflect newly evolving business needs and technologies as well as completion of
19 previous plan strategies and objectives;

20 NOW, THEREFORE, BE IT MOVED by the Council of King County:

21 The report, King County Strategic Technology Plan 2009-2012, Attachment A to

22 this motion, is hereby approved.

23

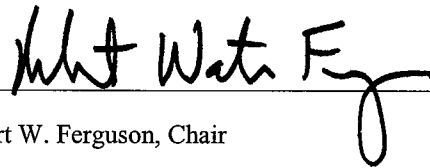
Motion 13240 was introduced on 3/15/2010 and passed by the Metropolitan King County Council on 5/17/2010, by the following vote:

Yes: 9 - Ms. Drago, Mr. Phillips, Mr. von Reichbauer, Mr. Gossett,
Ms. Hague, Ms. Patterson, Ms. Lambert, Mr. Ferguson and Mr. Dunn

No: 0

Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Robert W. Ferguson, Chair

ATTEST:



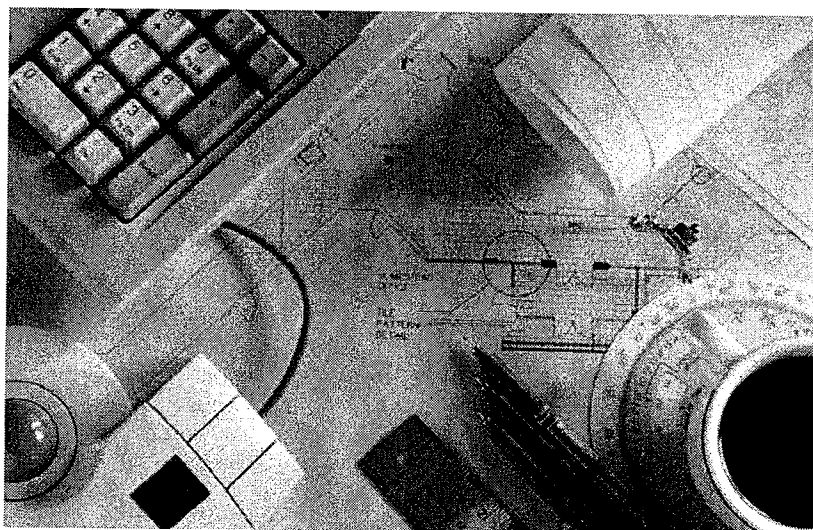
Anne Noris, Clerk of the Council

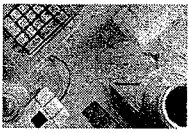
Attachments: A. Strategic Technology Plan -- 2009-2012 September 2009, revised 5-4-2010

Attachment A
Revised 5-4-2010

King County, Washington
Strategic Technology Plan 2009-2012

September 2009





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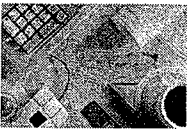
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EXECUTIVE SUMMARY

King County's broad diversity in geography, population, economy, and other areas provides a broad spectrum of opportunities to its citizens. Its governmental make-up is also unique, providing a diverse portfolio of services and formed with multiple agencies headed by separately elected officials (eighty-six at last count). Providing an accountable and responsive government across this diversity can be challenging.

Information technology (IT) has become a critical component in the delivery of county services. The county's main Web site averages over 860 thousand 'hits' per day, more than double the average daily volume of just a year ago. Over 280 thousand external e-mails are sent to King County every week. Over 12,800 miles of fiber strand network are available for round the clock data communication needs. These are just a few of the key technology services that are integral to the everyday delivery of county services. With everyday business functions depending more and more on IT services, the effective utilization of existing and evolving technologies becomes ever more critical to providing accountable and responsive services to our citizens.

Of primary importance and urgency to King County's current business operations is the need to transform its common business processes. This transformation was the highest priority objective in the previous strategic plan and continues to remain our highest area of focus moving forward. Technology plays a key role in enabling this transformation and will focus on effectively supporting and enabling each business area as it transforms. As the business changes, the technology organizations that support the business must also change. Strategic focus must continue on IT reorganization in the areas of people, processes, and technology platforms where significant opportunity still exists to improve our IT operational maturity.

No longer just a way to support high volume back-office transactions, technology is fast becoming a critical component of the 'front-office' as well, enabling new ways of increased interaction with citizens and customers. New strategies and supporting objectives have been created that take advantage of emerging technologies like social networking and mobility which facilitate the migration to a customer service focus, including:

- Enabling improved communication with citizens through new Internet technologies
- Empowering employee mobility and the ability to be productive regardless of location
- Utilizing data more effectively to better understand and improve our business' services and operations
- Shifting organizational focus from providing excellent systems to providing excellent service
- Aligning IT practices with overall environmental sustainability and responsibility
- Improving our stewardship of critical infrastructure areas to ensure they continue to operate effectively in support of our customers' business needs
- Increasing the maturity of our technology operations leading to improved service delivery and freeing additional effort to focus on supporting new or neglected business needs
- Improving protection for sensitive information assets.

In a region historically rich with technological innovation, King County must continue to evolve the technology services it relies upon. By doing so, we better enable and empower our technology customers to improve their operations and the services they provide while also promoting a cost effective government. This becomes even more important as current economic reality demands that governments do more with less, and technology has been identified as one way to leverage fewer overall dollars into better overall service delivery.



Introduction

Background

In order to provide vision and coordination for information technology (IT) management and investment across King County, a countywide Strategic Technology Plan has been in place since 2003. As identified in code that was first introduced in 2000, the county's strategic planning office within the Office of Information Resource Management is responsible for creating and providing updates to the strategic plan. Appendix H contains the most recent version of this directing code. Appendix I includes the Executive Order directing oversight of information technology management.

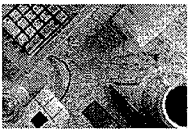
IT planning process

The county code additionally identifies two related documents that support the Strategic Technology Plan. The Technology Business Plan aligns with and takes direction from the strategic plan in order to formalize an annual, tactical plan for technology, which moves the county closer to accomplishing its technology vision and goals. The Annual Technology Report summarizes actual technology activity and accomplishments for a year compared with what was originally planned. Chart 1 represents the technology planning process and the relationships between these documents over time.

Aligning with and supporting strategic business plans is the primary driver for the Strategic Technology Plan. It does so by communicating the county's long-term technology vision, guiding principles, goals, strategies for accomplishing those goals, and the objectives defined for each technology strategy. In this document, the focus on customer service, performance management, accountability, and the utilization of emerging technologies all align well with the recently drafted countywide guiding principles of being service-oriented, results-focused, accountable, innovative, and professional.

Once the Strategic Technology Plan is in place, annual updates are provided that communicate both the progress made toward accomplishing the goals and objectives in the plan, as well as adjustments and updates to the plan. Adjustments and updates are expected to occur as execution of the plan unfolds and as the environment surrounding the plan continues to evolve. Annual updates ensure that the plan continues to provide appropriate and effective guidance to the Technology Business Plan.

At a more granular level, annual planning ties together the direction provided by the strategic plan with the need to fund and staff efforts intended to accomplish the strategic goals and objectives. The Technology Business Plan is included with the Executive's budget proposal, and is amended following final budget passage to reflect the adopted budget for the year. Additional consideration is provided to budget requests that significantly align with and help to accomplish strategic technology goals and objectives. Not shown in Chart 1 are additional service delivery plans and agency technology plans that extend the Technology Business Plan to provide additional detail at the agency and departmental level. These documents focus on departmental and agency needs.



King County's Technology Planning Process

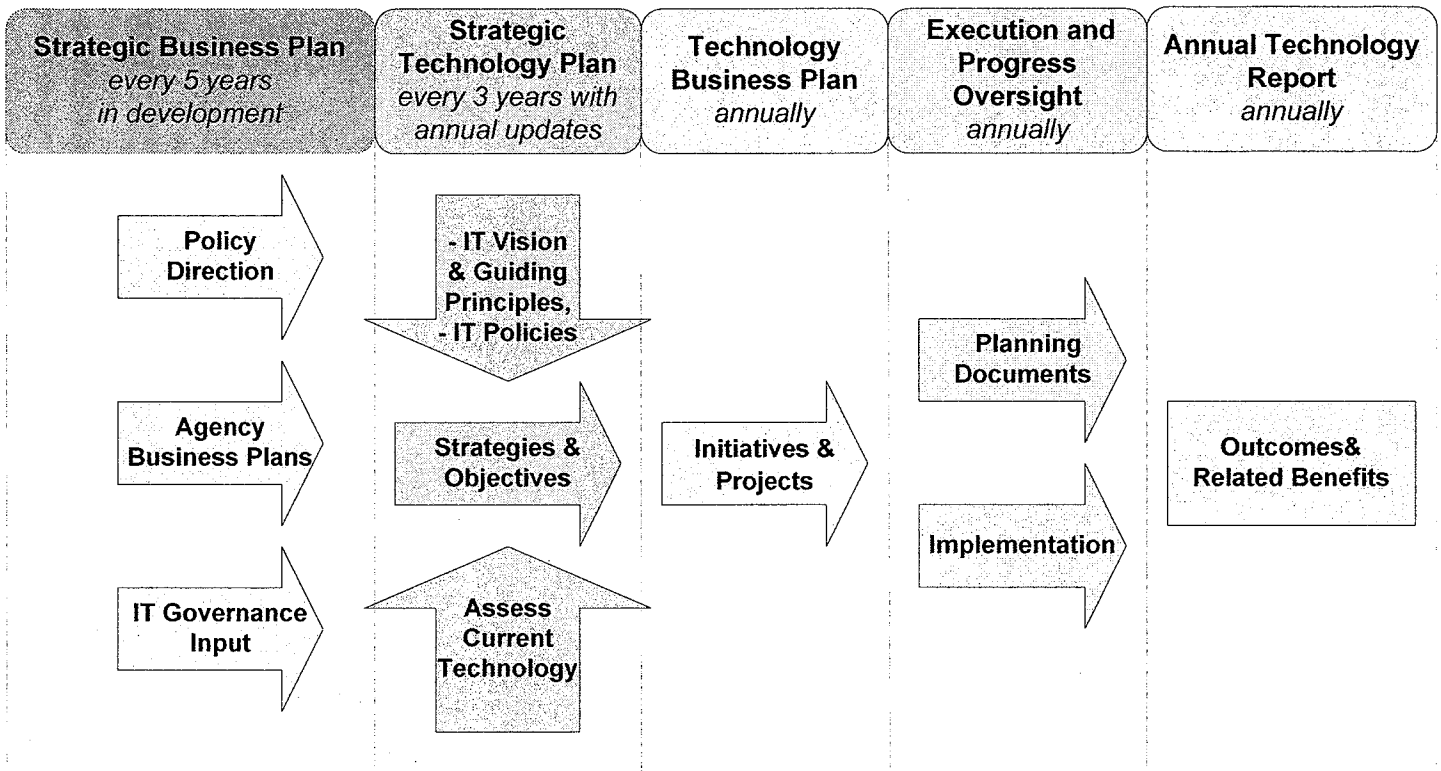
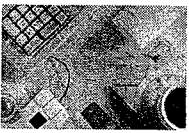


Chart 1



Past Strategic Plans and Strategic Progress

The first two Strategic Technology Plans, covering the periods from 2003-2005 and 2006-2008 respectively, focused primarily on addressing significant IT operational concerns that were called out in prior strategic reports. Appendix J provides a summary of past strategic documents.

Significant progress has been made against these plans over the past six years. For the 18 objectives and related 96 outcome measures that were included in the 2006-2008 report, 73 percent have been resolved either through completion or cancellation/consolidation. Of the remaining outcomes, 24 percent are still underway with the remaining 3 percent on-hold or never started due to a number of reasons including, but not limited to, funding constraints, competing priorities, and limited staffing resources. Chart 2 indicates the high-level progress made against each of the strategic technology goals as reported in the 2009 Strategic Technology Plan Update. Appendix K provides the summary of strategic accomplishments detailed in that report.

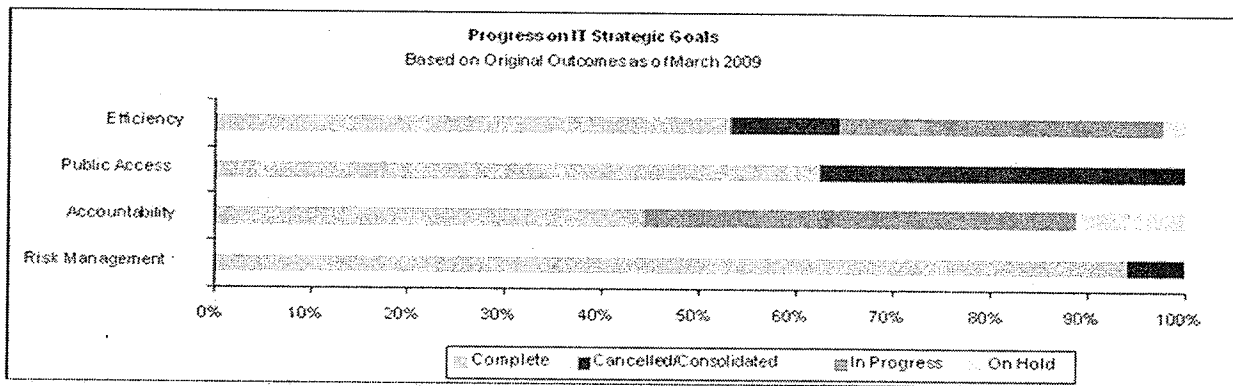
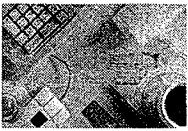


Chart 2

When compared with 2002, significant IT operational areas have matured considerably. Information security, information privacy, business continuity, IT project management, IT performance measurement (for operations, projects and strategy), the integration environment for Law, Safety and Justice information, online payment options, online services, and our Internet Protocol (IP) network have all seen considerable progress due to the attention and subsequent actions focused on each of these areas through our prior strategic technology plans. Given the significant completion of outcomes and related objectives that have occurred, the focus of this strategic plan, which covers the years 2009-2012, is to look outward and forward, providing increased emphasis on our customers' current and future needs. The primary mission for information technology is to support and enable the various business operations throughout the county in fulfilling their mandates and exceeding expectations where possible.



Development of This Strategic Plan

Considerable effort has occurred in order to align this strategic technology plan with the business directions and needs it is intended to support. Initial efforts focused on identifying the remaining objectives and outcomes from prior plans that made sense to carry forward into the new plan. Completing the 2009 Strategic Plan Update provided an excellent assessment and baseline for moving forward. The two primary strategies that will be carried forward from prior plans include the focus on supporting Accountable Business Transformation (ABT) and reorganizing technology to better support business needs.

The next step in developing this strategic plan centered on reviewing the county's business needs and directions by reviewing various planning documents. A list of the documents reviewed is included as Appendix F. Once the county has implemented a countywide strategic business plan, that document will serve as the primary resource for understanding the county's business needs and directions.

A third area of focus targeted review of opportunities presented by technological progress. This review included direction that has been provided by the county's Strategic Advisory Council (SAC), as well as research into technology trends and opportunities through various means including utilization of the county's current technology research service subscriptions. Recent SAC direction is included in Appendix E.

After reviewing these three areas, results were correlated and consolidated to identify common areas of need and opportunity across the county. The roll-up of information is summarized with some supporting detail in Appendix F. Once rolled-up, an analysis of the strengths, weaknesses, opportunities, and challenges (SWOC) related to each identified area was performed. The results of this effort are included in Appendix G.

Based on the results of the SWOC, initial objectives and outcomes were aligned with goals and strategies to produce an initial draft and related hierarchical association of these elements. Once correlated, goals, strategies, objectives, and outcomes were reviewed with IT governance members throughout the county to identify any missing components and remove any that were not needed. This review proved very helpful toward identifying missing components, removing those not needed, and better aligning the outcomes and objectives with the most appropriate strategies and goals. After incorporating the feedback from these reviews, goals, strategies, objectives, and outcomes were also reviewed with selected IT experts throughout the county based on their knowledge and interest in the specific area to fine tune the approach and outcomes for each objective.

Finally, the resulting draft of the 2009-2012 Strategic Technology Plan was reviewed by selected external Strategic Advisory Council members to ensure that our plan not only reflects best practices in the technology industry, but also incorporates advice and direction from respected technology industry experts well versed in technical strategy. Once their feedback was included, the updated draft was brought before all levels of IT governance, including the Technology Management Board, the Business Management Council, and the Strategic Advisory Council for final review and endorsement prior to transmittal from the Executive to the County Council.



Environmental Factors Influencing This Plan

Many factors affect both the appropriate contents for this plan as well as the ability to successfully execute this plan. The primary factors are further discussed in the following sections and include:

- King County's operating priorities
- Public sector market trends
- King County's business climate
- IT reorganization
- Technology investment strategy
- Technology funding strategy
- IT performance measurement and management.

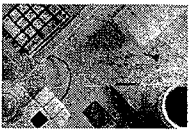
King County's Operating Priorities

While many factors influence what should be included within a strategic technology plan, none is as important as the business direction and priorities that the technology plan must support. Ordinance 16202 formally established the need for a countywide strategic plan by the end of 2009. While this plan is in the process of being developed, focus has been placed on several well-established, existing, countywide operational priorities. Those priorities include but are not limited to:

- Public safety
- Public health
- Efficient and cost effective services to the public and constituents
- Accountability
- Transparency.

Once the countywide strategic plan has been adopted, annual updates to the strategic technology plan will address any newly identified business priorities, as appropriate.

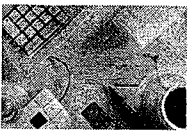
Chart 3 below cross references each of the strategic technology plan's stated objectives with the county's existing operational priorities identified above to ensure that the technology objectives are helping to address the county's most pressing business priorities.



Strategic Technology Plan 2009-2012					Priority									
#	Goal	#	Strategy	#	Objective	Public Safety	Public Health	Efficient & Effective Service	Transparency	Accountability				
1	Efficiency	1.1	Transform Common Business Practices	1.1.1	Support and Enable the Transformation of finance business Processes			X						
				1.1.2	Support and Enable the Transformation of HR business processes			X						
				1.1.3	Support and Enable the Transformation of Payroll business processes			X						
				1.1.4	Support and Enable the Transformation of Budget business processes			X						
				1.1.5	Support and Enable the Transformation of Permitting Business Processes			X						
				1.1.6	Support and Enable the Transformation of Unique (non-shared) but Critical Business Processes			X						
				1.1.7	Standardize Electronic Records Management			X	x	x				
				1.1.8	Standardize Electronic Document Creation and Storage			X		x				
				1.1.9	Standardize the Management of Construction Projects to the Extent Possible			X	x	x				
		1.2	Extend and Enhance Mobility Solutions in the workplace	1.2.1	Expand mobile office tools and support			x	x	X				
				1.2.2	Provide Reliable Remote Access			x	x	X				
				1.2.3	Enable increased information sharing and collaboration			x		X				
				1.3.1	Improve IT operational maturity	1.3.1	Successfully Execute IT Reorganization Program technology Initiatives					X		x
						1.3.2	Maximize the value from New Data Center					X		
				1.3.3	Improve Infrastructure Planning and Execution through Portfolios/Asset Management						X	x	x	
				1.3.4	Move from Performance Measurement to Performance Management						X	x	x	
		1.3.5	Implement enterprise IT resource planning and management						X	x	x			
		1.3.6	Identify and Explore new technology funding sources						X		x			
		1.3.7	Identify and implement policies that improve the overall value to the county from shared IT services							X				
		2	Customer Service and Public Access	2.1	Social Networks - Facilitate on-line interaction/ access to government	2.1.1	Effectively utilize Social Media			X				
2.1.2	Provide increased Services through the Internet							X						
2.1.3	Provide enhanced user experience utilizing Advanced Web Technologies (Web 2.0)							X						
2.2	Elevate Customer Service as an IT Operational Priority			2.2.1	Improve Customer Satisfaction through Customer Service Initiatives					X				
				2.2.2	Perform Technology outreach and extend broadband availability							X		
3	Transparency and accountability	3.1	Reorganize IT	3.1.1	Reorganize technology organizational Structures					x	X			
				3.1.2	Reorganize technology processes						X	x		
				3.1.3	Reorganize Technology platforms								X	
		3.2	Provide Timely, Accurate and appropriate information	3.2.1	Provide portal to public records						X	x		
				3.2.2	Incorporate portfolio analysis into technology decision process							x	X	
				3.2.3	Make information an asset by ensuring 'right' data (timely, accurate, secure) is available when needed							X	x	
4	Risk Mangement	4.1	Infrastructure Preservation and Stewardship	4.1.1	Upgrade/Replace Emergency Radio System	X	x							
				4.1.2	Move applications off of Mainframe to lower cost platform	x		X			x			
				4.1.3	Upgrade I-Net Infrastructure	X			x					
				4.1.4	Replace Telephony System					X				
				4.1.5	Modernize Legacy Applications	x	x	x				X		
				4.1.6	Provide high availability platforms where needed	X	x	x						
				4.1.7	Continue to improve our ability to recover from a disaster								X	
				4.1.8	Effectively integrate systems to support business needs						X	x	x	
		4.2	Increase employee understanding and impact on security and privacy issues	4.2.1	Train workforce to be knowledgeable on Security and privacy practices								X	
				4.2.2	Implement integrated controls monitoring and reporting on overall county security			x	x					X
		4.3	Green IT – contribute to reduction of environmental impact	4.3.1	Adhere to Energy Star and internal power standards								X	
				4.3.2	Identify, measure, and report on additional internal (IT) savings areas									X
				4.3.3	Support business efforts targeting sustainability by providing any enabling information technology									

X = Primary Priority
x = Supporting Priority

Chart 3



Public Sector Market Trends

Many of the public sector market trends that have influenced prior strategic plans continue to impact our current and future environment, including:

- Continued globalization of the world economy
- The aging of the workforce and related demographic changes caused by the Baby Boom
- Increased access to information and increasing expectations related to that access
- The shrinking tax base as economies continue to shift away from products towards services
- Increasing cost efficiencies of operation expected from consolidation and centralization
- Increased awareness and focus on security driven by Homeland Security concerns
- Increasing demand for services.

An additional trend that has gained increasing importance recently is the focus on sustainability and environmental stewardship, fueled primarily by increasing concerns related to global warming.

King County's Business Climate

Influenced by these market trends, King County faces many difficult challenges in the years ahead. However, of primary impact and concern is the fiscal imbalance faced by the county. Two primary drivers are fueling this issue: structural issues in how our county government is funded, and economic issues that place King County within the current national and global economic recession.

As noted in Executive Ron Sims' 2009 Budget address:

“The short answer is that the current deficit is the direct consequence of a broken funding system for counties, one in which there is a well-documented structural imbalance between revenues and expenditures . . . because King County:

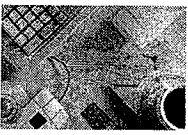
- lacks a diversified revenue base;
- has its largest revenue source, the property tax, capped at 1 percent annual growth; and
- provides city-level services to the over 200,000 residents in the potential annexation areas of cities but without city revenue tools.”

Later in the same address, Executive Sims also addresses the impact of the overall economy on King County:

“So while the projected deficits are no surprise, their magnitude is unprecedented, and underscores our particular vulnerability to national economic conditions.”

Current forecasts indicate that it will take several years before the national economy is on its way to recovery.

In addition to the fiscal issue that King County faces, other business drivers include the desire for equity and social justice throughout our communities and the need to reduce our overall energy consumption to minimize our environmental impact while increasing our ability to sustain service delivery.



IT Reorganization

Improving how IT services are organized, operated, and delivered has been identified as a critical component to King County’s future success. Significant effort has gone into analysis, recommendations, approval, and progress on IT reorganization and related activities.

Chart 4 identifies the most recent IT staff alignment for Executive Branch departments as of September 2009. Chart 5 indicates the proposed organizational structure for Central IT as of September 2009. Further organizational alignment is expected over the next several years. In addition, an evaluation of progress and a recommendation related to further expansion to separately elected organizations will be created.

The Electorate of King County

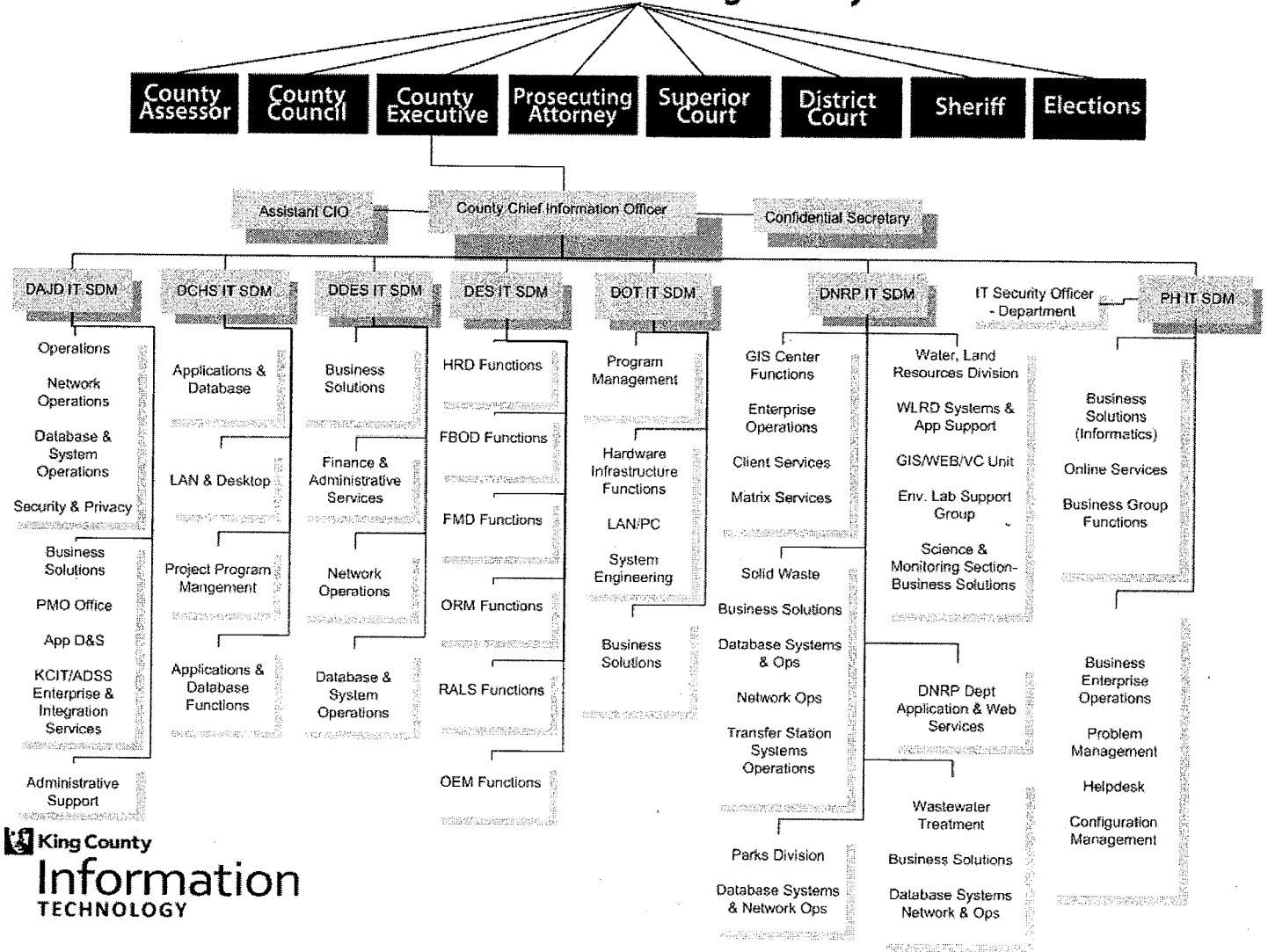


Chart 4



The Electorate of King County

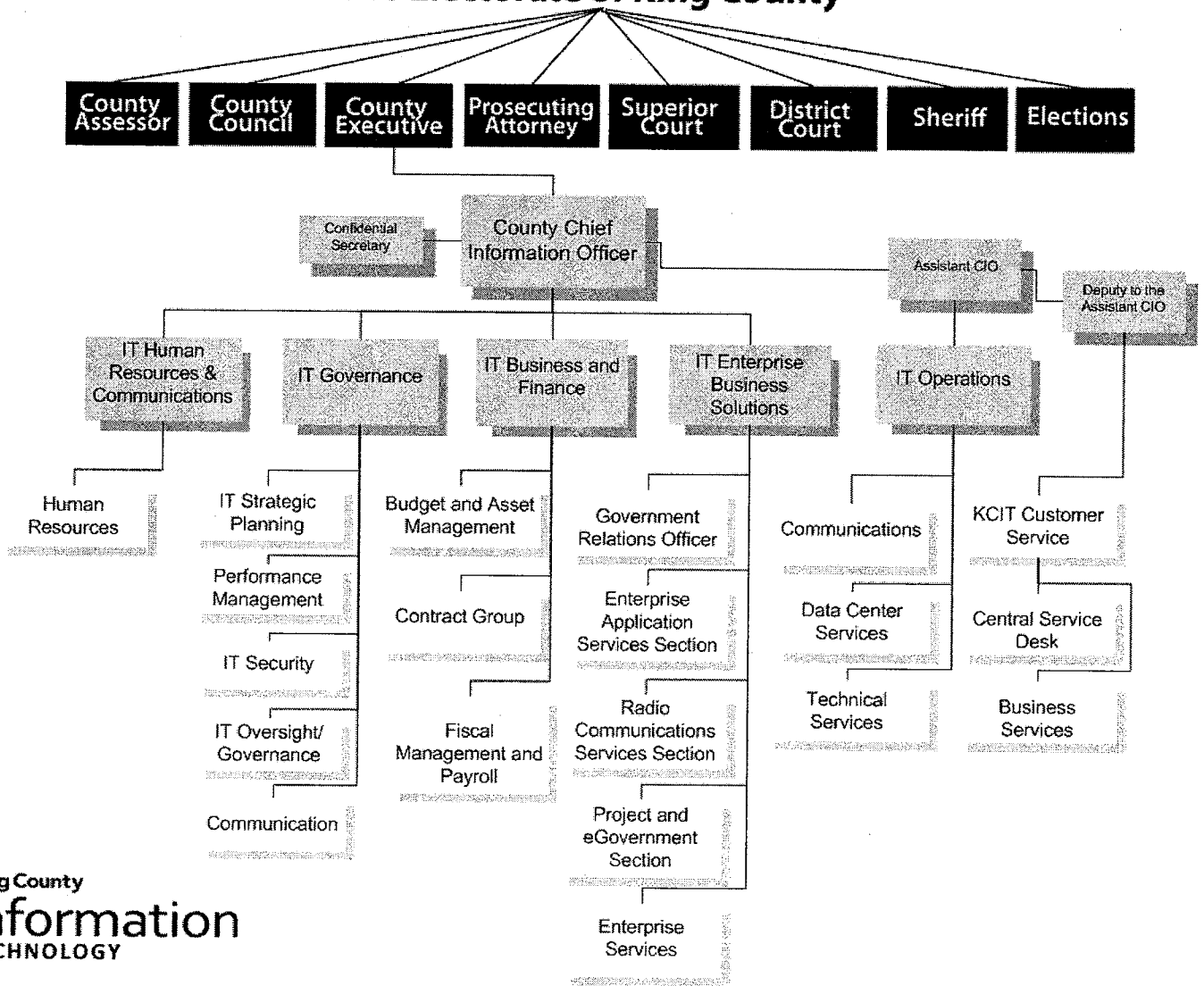


Chart 5

Due to this improved alignment, a better overall understanding for how IT is funded and how IT costs relate to various IT functions has been obtained. Charts 6 and 7 identify staff counts by function across the Executive Branch departments and the central IT organization, respectively. Chart 8 communicates the sources that are currently utilized to fund central IT efforts.

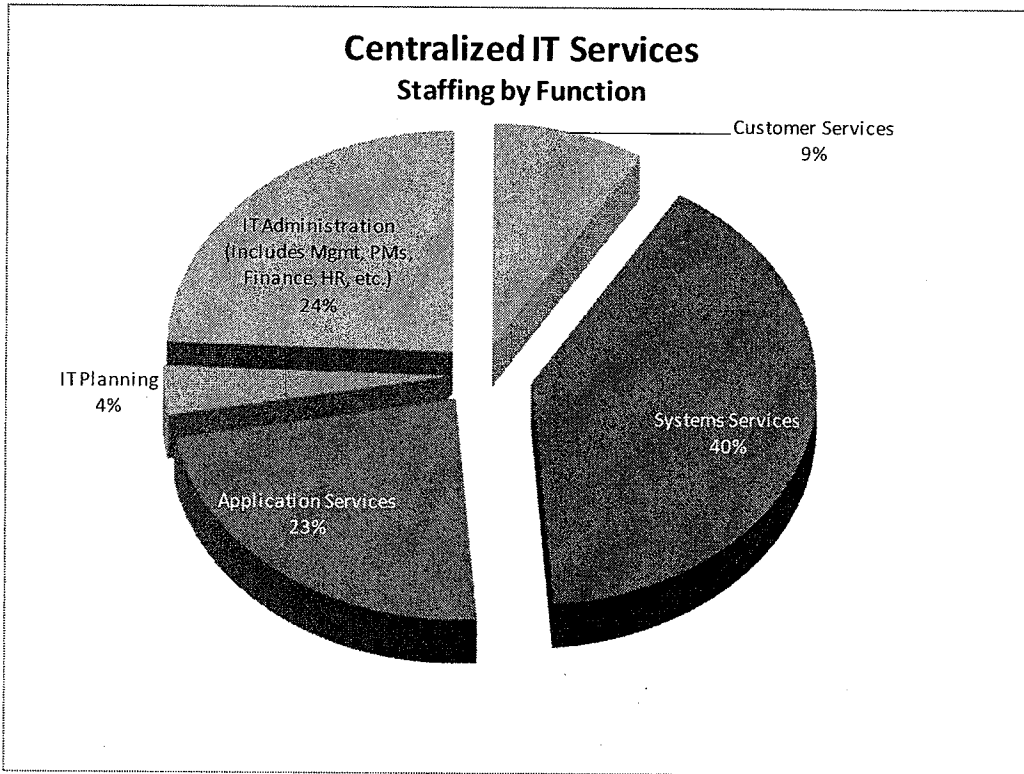


Chart 6

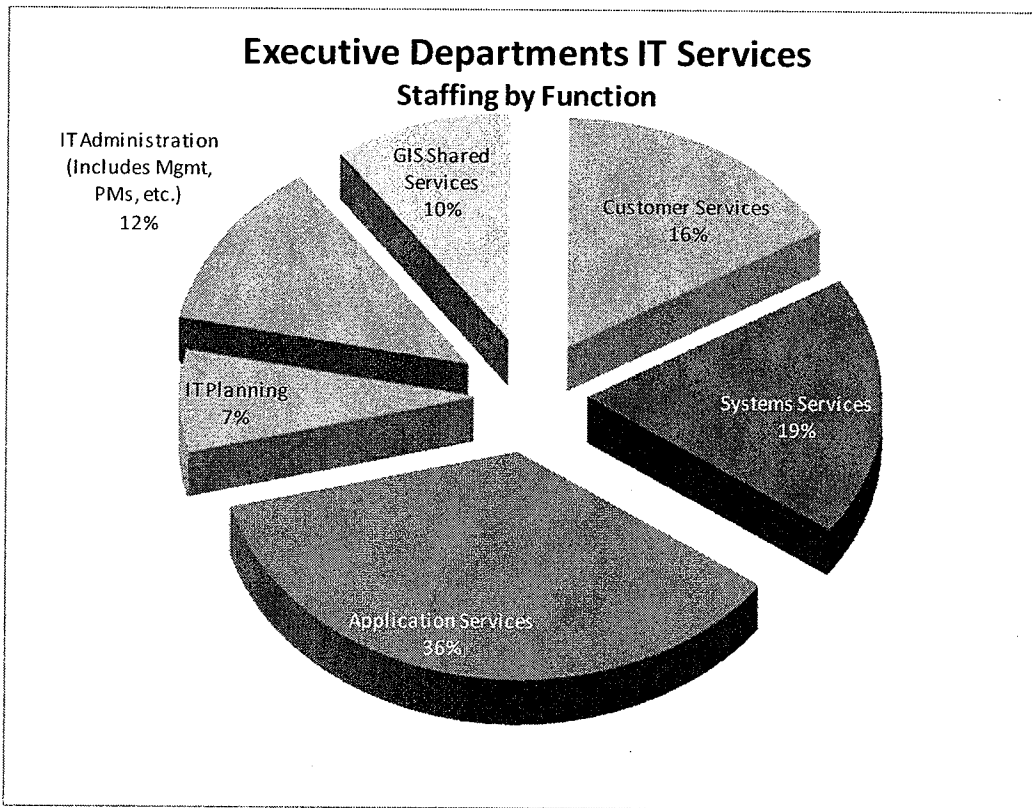


Chart 7

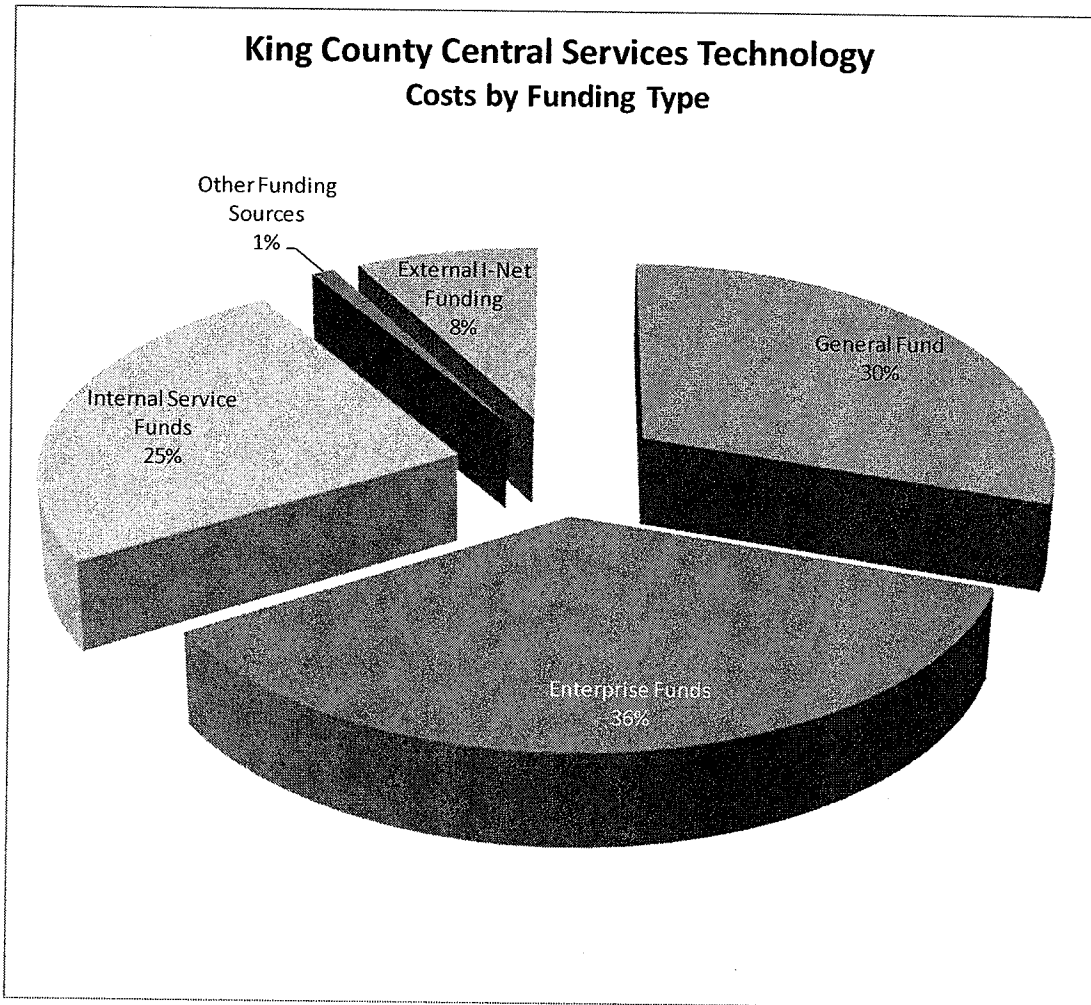
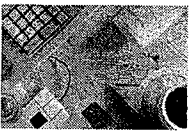


Chart 8



Technology Investment Strategy

Given the pressures on King County as a whole, technology is seen as one of the few ways to leverage investments in a way that will reduce overall costs or enable expanded services without increasing costs. For this reason, the county has required that all technology investment requests provide a business case regardless of any regional, federal or other oversight that may apply. The business case includes a cost-benefit analysis which is in alignment with the technology guiding principles. In addition, for those projects that are funded, a benefit realization methodology has been created and must be followed by all projects to report on the eventual benefits that are captured by the organization sponsoring the investment.

The county’s technology investment strategy is to identify and select IT investments that deliver value tied to key business objectives while managing risk to ensure desired results are achieved. In addition, the Strategic Advisory Council endorsed the following investment imperatives in their July 20, 2005, meeting:

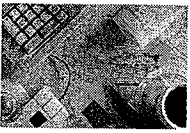
Investment Imperatives	
Imperative #1	Base technology investments on a compelling business case that includes total cost of ownership and alternatives analysis
	Align the business case with agency business plans, agency technology plans, and the strategic technology plan
	Encourage standard tools & practices, collaboration, and planning coordination
Imperative #2	All agencies support expanding the county’s Web site/presence
Imperative #3	Provide appropriate IT support to comply with King County’s Emergency Management Plan
Imperative #4	Provide appropriate resources to comply with privacy and security regulations and county policies
Imperative #5	Provide appropriate resources to conduct and support IT performance measurement

Full text of the imperatives is available in Appendix C. These imperatives were instrumental in establishing the technology investment strategy

Technology Funding Strategy

This strategic technology plan is intended to identify the strategic technology priorities of the county so that investment is appropriately aligned with those priorities. The overall intent is that outcomes identified within this plan are included in the technology business plan for the years that they will be worked upon, and the needed funding is identified and included in appropriate budget documents.

Changes in priorities, assumptions, and fund availability are expected to occur over time. Because of those changes, not all outcomes and objectives will be able to be addressed exactly as planned. Ideally, the strategic plan update will be able to identify areas where progress has been made as planned, and areas that have not seen



progress. For those that have not progressed as expected, the reasons for that lack of expected progress will also be communicated.

IT Performance Measurement And Management

In alignment with prior strategic plans, King County has implemented a performance measurement program that measures performance related to technology operations, projects, and strategy. Included within this strategic plan is an objective to further take advantage of this measurement program by moving into performance management. While performance measurement provides the raw information needed to understand an operation, performance management is the practice of utilizing that information to make decisions and implement changes that improve the overall delivery of services, projects, and strategy. A specific area of focus will be to improve accountability for results by aligning expected results with organizations and individuals within those organizations.

In addition, strategic performance will be reported annually and included within the annual strategic plan update. Appendix A offers a format that may be utilized to provide a strategic technology plan scorecard.

