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

Topic	Strength	Weakness	Opportunity	Challenge	Recommen-dation	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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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	• 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

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						(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 system costs, improve functionality, and enable more rapid customer service when applications need repair or modification. • 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	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.
Analytics		X	X		Outcomes	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.
Reporting tools			X		Close	Roll reporting tools into the analytics effort.
"Anywhere" office		X	X	X	Outcome	"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. 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.
High availability				X	Outcome	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

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Business process modeling		X	X	X	Outcome	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 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.

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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 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.

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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 – 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.

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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.
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.

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Mainframe phase-out	X	X		X	Outcome	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. • 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 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						

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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 • 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 guidelines		X	X	X	Outcome	While some guidelines exist, telecom is managed by each 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.

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Regional 800 MHz emergency radio replacement strategy	X	X	X	X	Outcome	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.