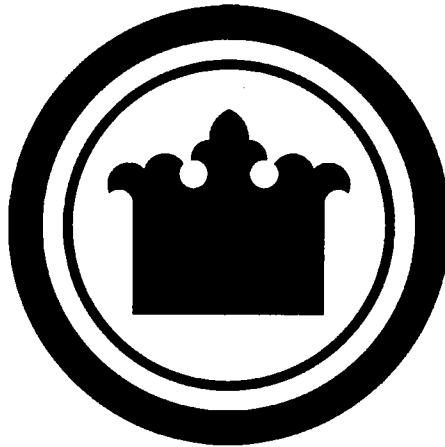2005-421

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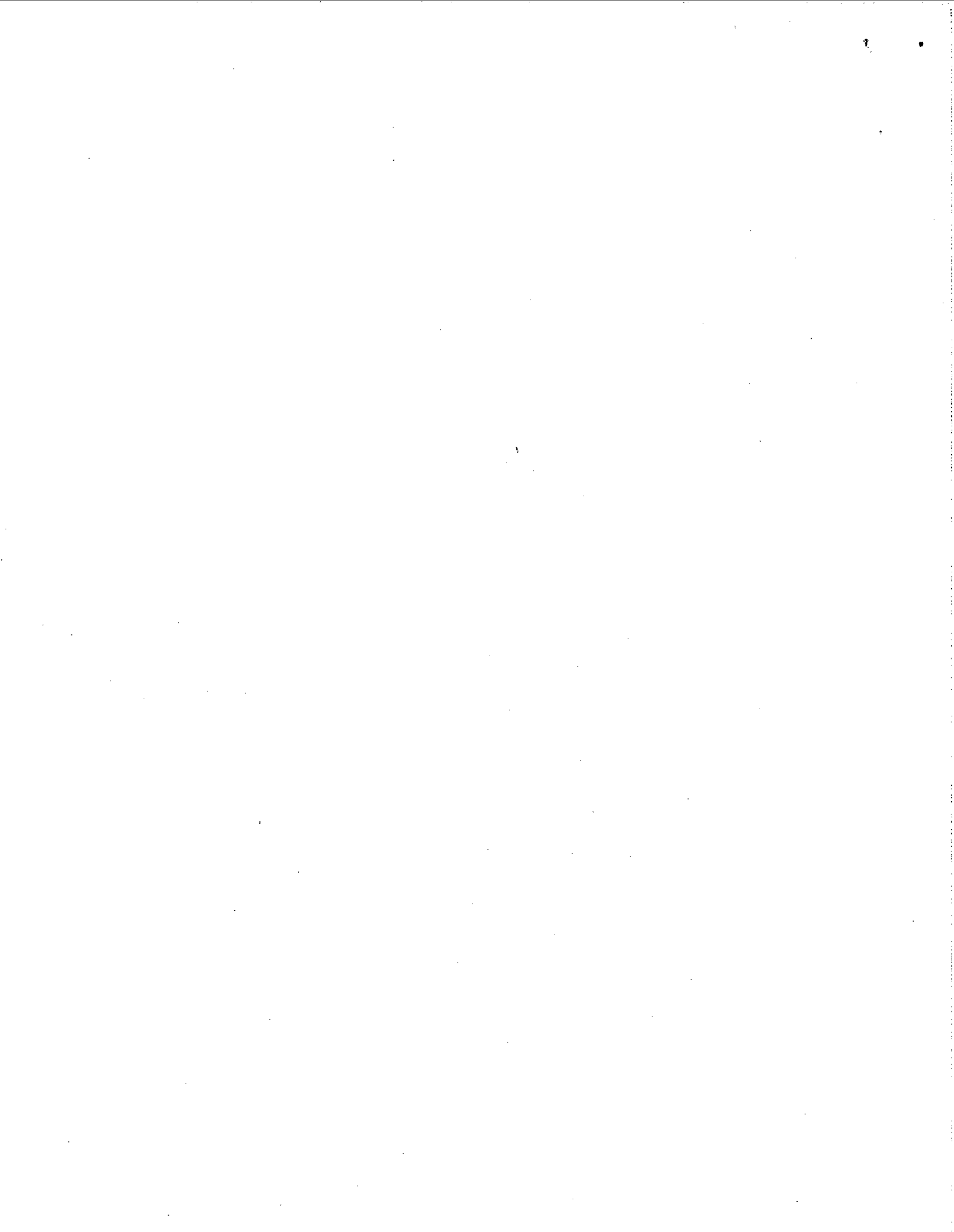
2006 *Proposed* Technology Business Plan

October 2005

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EXECUTIVE SUMMARY

This report outlines the information technology projects that have been included in the Executive's proposed 2006 annual budget for consideration by the County Council.

The Technology Business Plan is defined in KCC 2.16.07581 as "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." This proposed version of the Technology Business Plan will provide the County Council with details and context for their review of the proposed budget as it relates to information technology projects.

The final King County 2006 Technology Business Plan will be published following County Council adoption of the 2006 annual budget as a record of the funded information technology projects that will be monitored by the technology governance and whose progress and outcomes will be reported each year in the annual technology report. As part of regular monitoring, the Project Review Board requires each project to report any scope, schedule, or budget changes and for project steering committees and department directors to approve any changes. The Project Review Board also requires the project managers of these projects to report on outcomes against which success is measured as part of their project closeout. The intent is that this process, through the technology governance, under the leadership of the Chief Information Officer, will provide a framework for department directors and project steering committees to use as they make decisions about scope, schedule and budget for information technology projects. This framework also allows for a focus of accountability that will play a part in improving the county's ability to effectively manage information technology projects and operations.

The report is organized into three (3) main chapters. The **Overview** chapter of the report provides summary information to set the stage for the details reported in the Projects chapter. A summary listing of all the projects and related budget requests is provided as well as information that places the projects into the larger context of the information technology projects monitored by the Project Review Board. An information technology investment summary is provided as a starting point for the discussion related to financial requirements of investments that are under consideration in the proposed budget as well as into the future.

The **Projects** chapter of the report contains a section for each IT project requesting funds in the 2006 annual budget. It is sorted alphabetically by department and division within department. A description of the project, status, and key success factors are provided and support alignment to the Strategic Technology Plan, County's primary IT goals and the proposing agency's business plan.

The **Appendix** contains supplemental information and links. Appendix A contains a list of those projects that were discussed in the 2006 budget process but are not included in the 2006 Proposed Technology Business Plan since they are grant proposals not yet finalized and approved through the grantor's process. Appendix B provides a report of the CIO's recommendations to the Executive on September 8, 2005. The CIO's recommendations were the product of an extensive IT governance budget review including consideration and review of project business cases and cost benefit analyses.

Appendices C-E contain supplemental information regarding the general IT governance budget and project oversight process. Appendix C contains the Strategic Technology Plan's Guiding Principles that provide the policy framework for the county to use in setting the future direction for information technology (endorsed by the County Council, Motion #11482). Throughout this report, references to the technology governance are intended to include any or all of the groups defined beginning at KCC 2.16.07582. For the reader's convenience, Appendix D provides links to the Office of Information Resource Management web site that supports the project monitoring and phased funding release review work of the Project Review Board. Lastly, Appendix E is a graphical representation of the flow of information into the various tasks and reports for which the technology governance is responsible. While the focus of this report is on the technology investments proposed in the Executive's budget, it should be noted that county agency business plans are fundamentally important to support the county in planning for and managing information technology to enable cost-effective delivery of services. The work and reports from the technology governance all build on business plans and policy direction, taking into account the current state of the county's information technology environment.

OVERVIEW

The Executive's 2006 proposed budget contains appropriation requests totaling $53 million for 31 IT projects and 18 equipment replacement projects. Table 1, located in the section of tables beginning on the next page, provides a summary showing each project's 2006 proposed appropriation as either for an EXISTING project, a NEW project, or a 2006 IT EQUIPMENT REPLACEMENT project. There is $46.7 million proposed to be added to the existing budgets of 15 active projects, $3 million proposed for 16 new projects, and $3.4 million for 18 equipment replacement projects. Table 2 displays the proposed appropriation requests by project type. Table 3 displays the $49.6 million of 2006 proposed project investments (not including equipment replacement) by primary IT goal: Efficiency, Accountability for Decisions, Public Access/Customer Service and Risk Management.

The IT projects included in the 2006 budget have been evaluated with a structured review process to validate alignment with the Strategic Technology Plan's investment criteria, evaluate the value propositions, and assess project and operating risks. The IT governance review included initial conceptual presentations, early direction from the CIO for budget submittals, business case write-ups and cost benefit analyses. The evaluation of each project was based on the project's potential to meet its stated measurable business objectives and specific benefits aligned with the primary IT goal. Materials related to the proposed project's architecture and interoperability, the impact on current IT environment, alternatives, feasibility, plan of work, approach, and timeline were included in the review if available and appropriate. This analysis formed the basis of the CIO recommendations and conditions. The CIO's recommendations to the Executive on September 8, 2005, including direction and conditions, are part of the documentation provided to IT governance members (see Appendix B).

This report documents the Executive's final decisions for proposing IT investments for consideration by the County Council.

As of this report date, the Project Review Board has 86 active projects with committed budgets totaling $127.8 million (with 19 projects reporting that they plan to complete by the end of the year).

If all investments are approved as proposed, the county will have a total of $180 million committed to IT projects, with $174 million to continue work on existing projects, $3 million to begin work on new projects, and $3 million for IT equipment replacement. Table 4 provides the combined current and proposed investments for active and proposed projects by department/division. Summaries of the project counts and dollars by primary IT goal are provided in Tables 5 and 6. Table 7 contains a list of the 2006 proposed IT equipment replacement projects.

The Office of Management and Budget, in coordination with the Office of Information Resource Management, has provided an information technology investment summary to support planning for financial requirements as information technology investments are considered. Table 8 is a copy of the investment summary that is also included in the Executive's proposed 2006 budget materials. Projects are listed with funding sources noted.

Table 8 contains a column titled *2006 Reserved* and identifies 9 projects in this category. These projects have provided preliminary cost estimates of investments needed to address significant and important operational needs for the county. Additional information to support or refine the cost estimates and other details related to defining project deliverables and outcomes for these projects will be reviewed prior to requesting appropriations. Agencies will work directly with the Office of Management and Budget to develop the required information and prepare supplemental requests during 2006. The Office of Management and Budget will coordinate with the Office of Information Resource Management for review and approval of the supplemental budget request prior to submittal to the County Council for review and consideration. Business Continuity has been established by the Executive as the first priority. Other projects will be considered subsequent to determining the funding requirements for this countywide project.

TABLE 1: Summary of 2006 Proposed Project Funding

Dept	Division	Project Name	Project Number	Budget Fund	Funding Source	Funding Type	Existing Projects	New Projects	IT Equipment Replacement	Grand Total	Projected Costs 2007	Projected Costs 2008	Annual O&M
DAJD		Detention Billing Information System (DBIS)	377103	3771	CX Transition Fund	CX Transition Fund	$303,863			$303,863	$0	$0	$37,748
		Five-Year Stategic IT Plan	377175	3771	CX Transition Fund	CX Transition Fund		$165,000		$165,000	$0	$0	
		KCCF Structured Wiring Upgrade Project	377176	3771	CX Transition Fund	CX Transition Fund	$765,801			$765,801	$0	$0	$18,600
DCHS	CSD	IT Equipment Replacement		0015 C& F	0015 C& F	Non-CX Funds			$161,300	$161,300			
	DDD	IT Equipment Replacement		0107	0107	Non-CX Funds			$77,400	$77,400			
	MHCADS	IT Equipment Replacement		1120/0924	1120/0924	Non-CX Funds			$95,000	$95,000			
	OPD	Independent Technology for OPD Contractors	377177	3771	CX Transition Fund	CX Transition Fund		$50,000		$50,000	$0		
		IT Equipment Replacement		00010	00010	CX Operating Fund			$40,500	$40,500			
		Data Integration	377178	3771	CX Transition Fund	CX Transition Fund		$164,399		$164,399	$0		
		Veterans Information System	377167	3771	DCHS Fund 1060 [org 6896]	Non-CX Funds	$118,975			$118,975	$0		
DDES		IT Equipment Replacement		1340/0325	1340 / 0325	Non-CX Funds			$232,540	$232,540	$157,100		
DES	Finance	Benefit Health Information Project	377143	3771	Benefits Operating Fund 5500	Non-CX Funds	$2,127,903			$2,127,903	$276,425		
	ITS	Enterprise IT Equipment Replacement	378206	3781/0280	ITS Operating Fund 5531	Non-CX Funds			$605,719	$605,719			
		PC Equipment Replacement		5431	Various	Non-CX Funds			$445,995	$445,995			
		Voicemail System Replacement		5532/0433	5532/0433	Non-CX Funds		$75,000		$75,000	$0		
	OEM	E-911 Database System Upgrade	377150	3771	E911 Operating Fund 1110	Non-CX Funds	$2,371,472			$2,371,472	$0	$0	$1,085,396
	REALS	Electronic Excise Tax Submission and Processing (eREET)	377184	3771	e-REET Fund	Non-CX Funds		$150,000		$150,000	$0	$0	
		Electronic Records Management System	377173	3771	REALS Operating Fund	Non-CX Funds		$740,472		$740,472	$739,838	$1,565,371	
DJA		Drug Diversion Court Data Base and E-filing System	377180	3771	CX Transition Fund	CX Transition Fund		$360,000		$360,000	$0		
		Expansion of E-Commerce	377186	3771	CX Transition Fund	CX Transition Fund		$131,999		$131,999	$0		
		IT Security Enhancement Project	377181	3771	CX Transition Fund	CX Transition Fund		$268,052		$268,052	$0		
		Joint Court Technology Strategic Plan	377179	3771	CX Transition Fund	CX Transition Fund		$86,980		$86,980	$0		
DNRP	Director's Office	IT Equipment Replacement		4040/0640	4040	Non-CX Funds			$33,750	$33,750			
	GIS	IT Equipment Replacement		5481M	5481M	Non-CX Funds			$71,400	$71,400			$4,500
	Parks Division	IT Equipment		1451/0640	1451	Non-CX Funds			$81,700	$81,700			
	SWD	IT Equipment Replacement		4040/0720	4040	Non-CX Funds			$67,461	$67,461			

TABLE 1: Summary of 2006 Proposed Project Funding (Continued)

Dep.	Division	Project Name	Project Number	Budget Fund #	Funding Source	Funding Type	Existing Projects	New Projects	IT Equipment Replacement	Grand Total	Projected Costs 2007	Projected Costs 2008	Annual O&M
DNRP	WLRD	IT Equipment Replacement		1210/1211	1210/1211	Non-CX Funds			$265,430	$265,430			
	WTD	Environmental Lab IT Equipment Replacement		4040	4040	Non-CX Funds			$29,293	$29,293			
		ESRP IT Equipment Replacement		4616	4616	Non-CX Funds			$28,500	$28,500			
		ISS IT Equipment Replacement		4610	4610	Non-CX Funds			$242,800	$242,800			
		Westpoint IT Equipment Replacement		4616	4616	Non-CX Funds			$77,300	$77,300			
		Constituent Relationship Management		4040	4040	Non-CX Funds	$60,080			$60,080			
DOT	Transit	Information Systems Preservation	432345	3641/DOT Transit	3641/DOT Transit	Non-CX Funds	$406,536			$406,536	$313,421	$322,040	
		PC Replacement		3641/DOT Transit	3641/DOT Transit	Non-CX Funds			$494,454	$494,454			
		Radio/AVL Replacement	432466, 432689	3641/DOT Transit	3641/DOT Transit	Non-CX Funds	$37,899,873			$37,899,873	$7,171,392	$1,441,739	
		Regional Fare Coordination	432278	3641/DOT Transit	3641/DOT Transit	Non-CX Funds	$655,572			$655,572	$838,392	$70,701	
KCDC		Phone System Upgrade	377182	3771	CX Transition Fund	CX Transition Fund		$425,900		$425,900	$0	$0	$11,000
KCSC		HMC Video Conferencing	377174	3771	CX Transition Fund	CX Transition Fund		$191,102		$191,102			
KCSO		Inventory Tracking & Asset Management	377183	3771	CX Transition Fund	CX Transition Fund		$17,600		$17,600	$0	$0	
		IRIS/TESS Short-Term Stabilization	377185	3771	CX Transition Fund	CX Transition Fund		$74,800		$74,800	$0	$0	
OIRM		Agency Technology Plans	377172	3771	CX Transition and OIRM CIP Rate	CX Transition Fund		$30,000		$30,000	$30,000	$30,000	
		Countywide IT Asset Management	377123	3771	CX Transition and OIRM CIP Rate	CX Transition Fund	$225,496			$225,496	$0	$0	
		Electronic Data Retrieval	377170	3771	CX Transition and OIRM CIP Rate	CX Transition Fund		$25,000		$25,000	$0	$0	
		Information Security and Privacy	377121	3771	CX Transition and OIRM CIP Rate	CX Transition Fund	$915,010			$915,010	$775,000	$0	$340,746
		IT Project Management	377122	3771	CX Transition and OIRM CIP Rate	CX Transition Fund	$50,000			$50,000	$50,000	$50,000	
		Law, Safety & Justice Integration	377108	3771	GRANT	Grant Funding	$300,915			$300,915	$2,499,001	$2,499,467	
		Network Infrastructure Optimization	377119	3771	CX Transition and OIRM CIP Rate	CX Transition Fund	$352,746			$352,746	$0	$0	
		Performance Measurement	377112	3771	CX Transition and OIRM CIP Rate	CX Transition Fund	$130,000			$130,000	$0	$0	
PAO		IT Equipment Replacement		00010	00010	CX Transition Fund			$302,400	$302,400	$462,243	$583,904	
Grand Total							$46,684,242	$2,956,304	$3,352,942	$52,993,488			

2006 *Proposed* Technology Business Plan

October 2005

TABLE 2: 2006 Proposed Projects by Project Type

Dept.	Division	Project Name	Equipment Replacement	Existing Implementation	New Implementation	Existing Project Business Case/Study/Plan	New Project Business Case/Study/Plan	Grand Total
DAJD		Detention Billing Information System (DBIS)		$303,863				$303,863
		Five-Year Stategic IT Plan					$165,000	$165,000
		KCCF Structured Wiring Upgrade Project		$765,801				$765,801
DCHS	CSD	IT Equipment Replacement	$161,300					$161,300
	DDD	IT Equipment Replacement	$77,400					$77,400
	MHCADS	IT Equipment Replacement	$95,000					$95,000
	OPD	Independent Technology for OPD Contractors					$50,000	$50,000
		IT Equipment Replacement	$40,500					$40,500
		Data Integration					$164,399	$164,399
		Veterans Information System		$118,975				$118,975
DDES		IT Equipment Replacement	$232,540					$232,540
DES	Finance	Benefit Health Information Project		$2,127,903				$2,127,903
	ITS	Enterprise IT Equipment Replacement	$605,719					$605,719
		PC Equipment Replacement	$445,995					$445,995
		Voicemail System Replacement					$75,000	$75,000
	OEM	E-911 Database System Upgrade		$2,371,472				$2,371,472
	REALS	Electronic Excise Tax Submission and Processing (eREET)			$150,000			$150,000
		Electronic Records Management System			$740,472			$740,472
DJA		Drug Diversion Court Data Base and E-filing System			$360,000			$360,000
		Expansion of E-Commerce			$131,999			$131,999
		IT Security Enhancement Project			$268,052			$268,052
		Joint Court Technology Strategic Plan					$86,980	$86,980
DNRP	Director's Offi	IT Equipment Replacement	$33,750					$33,750
	GIS	IT Equipment Replacement	$71,400					$71,400
	Parks Division	IT Equipment	$81,700					$81,700
	SWD	IT Equipment Replacement	$67,461					$67,461
	Wastewater	Environmental Lab IT Equipment Replacement	$29,293					$29,293
	WLRD	IT Equipment Replacement	$265,430					$265,430
	WTD	ESRP IT Equipment Replacement	$28,500					$28,500
		ISS IT Equipment Replacement	$242,800					$242,800
		Westpoint IT Equipment Replacement	$77,300					$77,300
		Constituent Relationship Management		$60,080				$60,080
DOT	Transit	Information Systems Preservation		$406,536				$406,536
		PC Replacement	$494,454					$494,454
		Radio/AVL Replacement		$37,899,873				$37,899,873
		Regional Fare Coordination		$655,572				$655,572
KCDC		Phone System Upgrade			$425,900			$425,900
KCSC		HMC Video Conferencing			$191,102			$191,102
KCSO		Inventory Tracking & Asset Management			$17,600			$17,600
		IRIS/TESS Short-Term Stabilization					$74,800	$74,800
OIRM		Agency Technology Plans			$30,000			$30,000
		Countywide IT Asset Management		$225,496				$225,496
		Electronic Data Retrieval					$25,000	$25,000
		Information Security and Privacy		$915,010				$915,010
		IT Project Management		$50,000				$50,000
		Law, Safety & Justice Integration				$300,915		$300,915
		Network Infrastructure Optimization		$352,746				$352,746
		Performance Measurement		$130,000				$130,000
PAO		IT Equipment Replacement	$302,400					$302,400
Grand Total			$3,352,942	$46,383,327	$2,315,125	$300,915	$641,179	$52,993,488

2006 Proposed IT Investments by Primary IT Goal
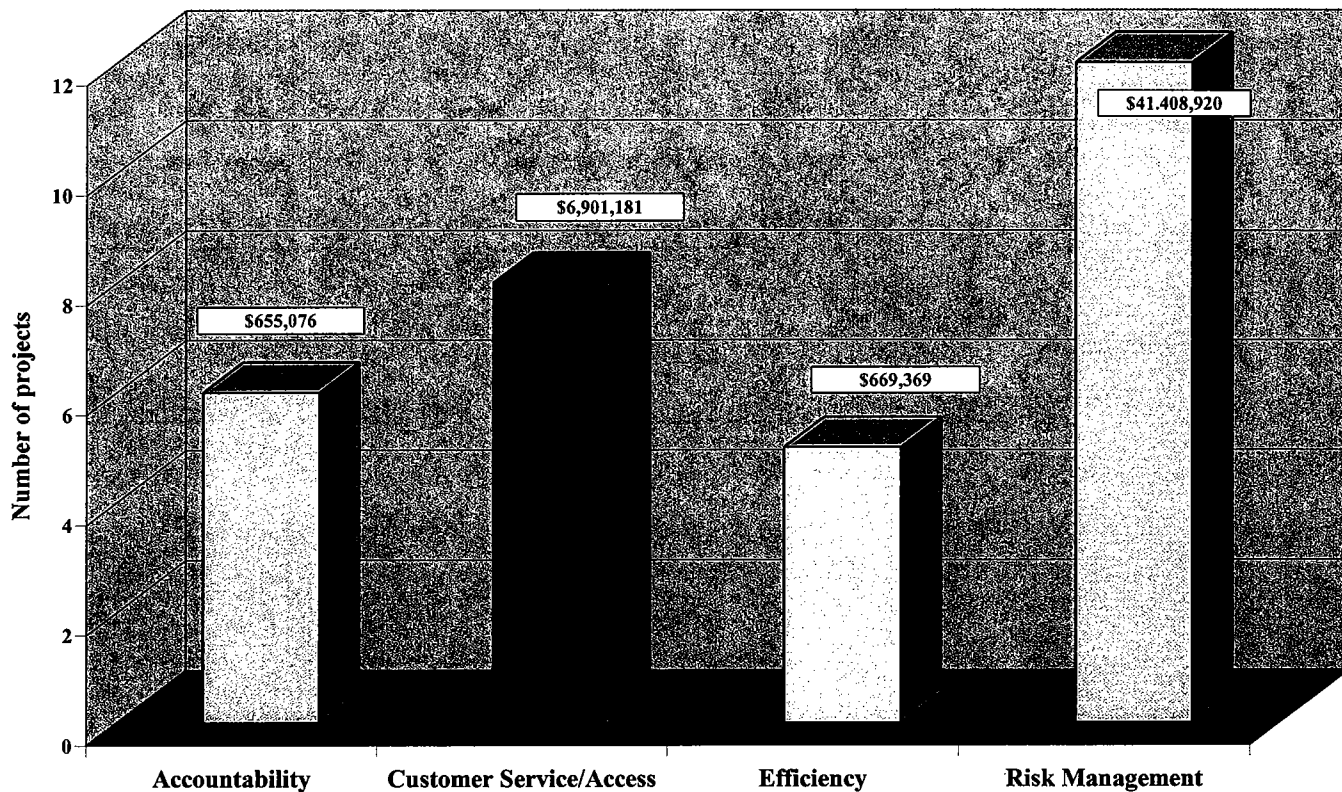### ($49.6 million)

TABLE 4: Active and Proposed Projects Monitored by the PRB

Dept	Division	Project Name	Existing Projects	New Projects	New IT Equipment Replacement	Grand Total
DAJD		Community Corrections Application Upgrade	$274,300			$274,300
		Crimes Capture System 3 Upgrade	$89,000			$89,000
		Detention Billing Information System (DBIS)	$563,078			$563,078
		Five-Year Stategic IT Plan		$165,000		$165,000
		Inmate Financial System Re-Write	$150,000			$150,000
		KCCF Structured Wiring Upgrade Project	$805,801			$805,801
		Roster Management System Migration	$564,825			$564,825
DCHS	CSD	Encumbrance Management	$30,000			$30,000
		Financial Dataset Conversion	$20,000			$20,000
		IT Equipment Replacement			$161,300	$161,300
	DDD	IT Equipment Replacement			$77,400	$77,400
	MHCADS	IT Equipment Replacement			$95,000	$95,000
	OPD	Independent Technology for OPD Contractors		$50,000		$50,000
		IT Equipment Replacement			$40,500	$40,500
	Public Defe	Legacy System Replacement	$627,500			$627,500
		Data Integration		$164,399		$164,399
		Veterans Information System	$468,105			$468,105
DDES		Field Inspection Devices	$50,600			$50,600
		Financial System Restructuring	$191,735			$191,735
		IT Equipment Replacement			$232,540	$232,540
		Permit System Replacement Scope of Work	$155,000			$155,000
DES	Admin	Accountable Business Transformation	$3,973,663			$3,973,663
		Business Continuity for Enterprise Data Center Operations	$130,000			$130,000
	Facilities	Real Estate Portfolio Management System	$300,200			$300,200
	Finance	Benefit Health Information Project	$4,117,930			$4,117,930
		Oracle iProcurement	$330,000			$330,000
		PeopleSoft Modules Project	$450,000			$450,000
		Personal Property Tax Web Application	$39,732			$39,732
		PSERS Implementation	$368,925			$368,925
	ITS	Asset Mgmt System for Countywide Network & Infrastructure Equip.	$147,000			$147,000
		Data Entry System Replacement	$96,000			$96,000
		Desktop and Departmental Server Optimization	$79,380			$79,380
		Enterprise IT Equipment Replacement			$605,719	$605,719
		Inter-Departmental Collaboration Tools	$109,799			$109,799
		Mainframe Upgrade	$272,000			$272,000
		PC Equipment Replacement			$445,995	$445,995
		Voicemail Systen Replacement		$75,000		$75,000
		Web Content Management System	$232,799			$232,799
		Wireless Networking	$106,432			$106,432
	OEM	E-911 Database System Upgrade	$2,828,192			$2,828,192
		GPS Location of Addresses	$1,240,675			$1,240,675
		Phase II Accuracy Testing	$263,360			$263,360
		WebEOC	$46,000			$46,000
	REALS	Electronic Excise Tax Submission and Processing (eREET)		$150,000		$150,000
		Electronic Records Management System		$740,472		$740,472
		HAVA - Accessible Voting Project	$4,439,500			$4,439,500
DJA		Document Management System Replacement	$466,621			$466,621
		Drug Diversion Court Data Base and E-filing System		$360,000		$360,000
		ECR - E-Filing	$1,908,512			$1,908,512
		eService	$105,288			$105,288
		Expansion of E-Commerce		$131,999		$131,999
		IT Security Enhancement Project		$268,052		$268,052
		Joint Court Technology Strategic Plan		$86,980		$86,980
DNRP	Office	IT Equipment Replacement			$33,750	$33,750
	GIS	IT Equipment Replacement			$71,400	$71,400
	Division	IT Equipment			$81,700	$81,700
	SWD	Cashiering System Replacement	$264,125			$264,125
		IT Equipment Replacement			$67,461	$67,461
	WLRD	Integrated Water Resources Modeling & Information Systems	$3,232,284			$3,232,284
		IT Equipment Replacement			$265,430	$265,430
DNRP	WTD	Asset and Maintenance Management Systems	$4,650,000			$4,650,000
		Environmental Lab IT Equipment Replacement			$29,293	$29,293

Dept	Division	Project Name	Existing Projects	New Projects	New IT Equipment Replacement	Grand Total
DNRP	WTD	ESRP IT Equipment Replacement			$28,500	$28,500
		ISS IT Equipment Replacement			$242,800	$242,800
		Regional Infiltration/Inflow study - IT related projects	$1,110,438			$1,110,438
		Treatment Plant Info Systems - SCS Westpoint Project Control	$1,386,755			$1,386,755
		Westpoint IT Equipment Replacement			$77,300	$77,300
		Constituent Relationship Management	$113,327			$113,327
DOA		Property Based System Replacement	$501,237			$501,237
DOT	Airport	Facilities & Maintenance Management System	$48,000			$48,000
	Transit	ADA Broker Equipment	$1,093,245			$1,093,245
		ADA Mobile Data Terminals	$2,549,190			$2,549,190
		ADA System Enhancements for Coordinated Transportation	$103,500			$103,500
		BOSS Replacement	$5,981,487			$5,981,487
		Customer Response Information System	$359,582			$359,582
		GIS Street Network	$200,000			$200,000
		HR Records Management System	$125,000			$125,000
		Information Systems Preservation	$5,265,022			$5,265,022
		On Board Systems	$13,800,357			$13,800,357
		Parking Garage Security/Access Control	$2,242,551			$2,242,551
		PC Replacement			$494,454	$494,454
		Radio/AVL Replacement	$45,584,477			$45,584,477
		Regional Fare Coordination	$28,266,793			$28,266,793
		Rider Information Systems	$2,788,163			$2,788,163
		RideShare Technology	$332,834			$332,834
		Service Quality Information System	$394,709			$394,709
		Transit Security Enhancements	$3,161,470			$3,161,470
KCDC		E-filing	$457,145			$457,145
		Electronic Court Records Expansion	$1,732,979			$1,732,979
		Phone System Upgrade		$425,900		$425,900
KCSC		HMC Video Conferencing		$191,102		$191,102
		JJWeb (JJWAN Replacement)	$421,524			$421,524
		Juvenile Court Orders Electronic Forms	$41,950			$41,950
KCSO		Civil Unit Software	$64,000			$64,000
		Consultant Study to Replace IRIS and TESS	$44,000			$44,000
		Inventory Tracking & Asset Management		$17,600		$17,600
		IRIS/TESS Short-Term Stabilization		$74,800		$74,800
		Payroll Online Enhancements Overtime	$41,580			$41,580
		Payroll Unit Business Practices Review	$65,000			$65,000
		Public Safety Electronic Document Management System	$140,000			$140,000
		Wireless Deployment Project	$825,250			$825,250
OIRM	DES	Technology Org Business Case & Unification (IT Org Study)	$317,450			$317,450
		Agency Technology Plans		$30,000		$30,000
		Business Continuity	$2,395,801			$2,395,801
		Countywide IT Asset Management	$300,496			$300,496
		Countywide Strategic Technology Plan Update	$75,000			$75,000
		Electronic Data Retrieval		$25,000		$25,000
		Information Security and Privacy	$3,470,837			$3,470,837
		IT Project Management	$285,000			$285,000
		Law, Safety & Justice Integration	$7,053,025			$7,053,025
		Network Infrastructure Optimization	$3,335,306			$3,335,306
		Performance Measurement	$255,000			$255,000
		Streamlining IT Procurement	$210,000			$210,000
PAO		IT Equipment Replacement			$302,400	$302,400
PH	EMS	Telestaff Management	$43,298			$43,298
		Criteria Based Dispatch Guidelines	$268,900			$268,900
		HIPAA Compliance	$777,513			$777,513
		Jail Health: Electronic Health Record	$2,000,000			$2,000,000
		Online HR Recruiting Process	$67,590			$67,590
		Public Health Contract Management System	$227,410			$227,410
Grand Total			$174,512,552	$2,956,304	$3,352,942	$180,821,798

TABLE 5: Active and Proposed Projects Aligned to Primary IT Goal (project count)

Project Status	Accountability	ustomer Service/Acce	Efficiency	Risk Mgmt	Grand Total
Existing	6	20	30	30	86
2006 Proposed	4	4	2	6	16
Total*	10	24	32	36	102
Projects Completed in 2005**	2	1	1	3	7
Grand Total	12	25	33	39	109

*IT equipment replacement projects are not included in the count.
* * Projects reported complete as of August 31, 2005 in agency's Monthly Monitoring Checklists

TABLE 6: Active and Proposed Projects Aligned to Primary IT Goal (dollars)

Project Status	Accountability	ustomer Service/Acce	Efficiency	Risk Mgmt	Grand Total
Existing	$1,770,446	$51,892,698	$26,785,503	$94,063,905	$174,512,552
2006 Proposed	$299,580	$1,448,371	$189,399	$1,018,954	$2,956,304
Total*	$2,070,026	$53,341,069	$26,974,902	$95,082,859	$177,468,856
Projects Completed in 2005**	$455,927	$25,364,978	$482,400	$4,828,853	$31,132,158
Grand Total	$2,525,953	$78,706,047	$27,457,302	$99,911,712	$208,601,014

*IT equipment replacement projects are not included in the dollars.
* *Projects reported complete as of August 31, 2005 in agency's Monthly Monitoring Checklists

TABLE 7: 2006 Proposed IT Equipment Replacement Projects

Department	Division	IT Equipment Replacement Project	Proposed Funding
DCHS	CSD	IT Equipment Replacement	$161,300
	DDD	IT Equipment Replacement	$77,400
	MHCADS	IT Equipment Replacement	$95,000
	OPD	IT Equipment Rplacement	$40,500
DDES		IT Equipment Replacement	$232,540
DES	ITS	Enterprise IT Equipment Replacement	$605,719
		PC Equipment Replacement	$445,995
DNRP	Director's Office	IT Equipment Replacement	$33,750
	GIS	IT Equipment Replacement	$71,400
	Parks Division	IT Equipment	$81,700
	SWD	IT Equipment Replacement	$67,461
	WLRD	Environmental Lab IT Equipment Replacement	$29,293
		IT Equipment Replacement	$265,430
	WTD	ESRP IT Equipment Replacement	$28,500
		ISS IT Equipment Replacement	$242,800
		Westpoint IT Equipment Replacement	$77,300
DOT	Transit	PC Replacement	$494,454
PAO		IT Equipment Replacement	$302,400
Grand Total			$3,352,942

Information Technology - Financial Requirements Summary - 2006 Proposed Budget

	Agency	Project/Description	2005 Appropriation	2006 Proposed	2006 Reserved	2007 Projected [1]	2008 Projected [1]
Revenues							
CX Transition Fund	OIRM	Countywide IT Projects	219,100	545,314	2,000,000	TBD	TBD
CX Transition Fund	Various	Agency IT Projects	5,032,368	3,307,896	2,680,648	TBD	TBD
Subtotal Transition Fund			5,251,468	3,853,210	4,680,648	TBD	TBD
County-Wide Rate - NON-CX	OIRM		444,840	1,182,938	-	TBD	TBD
LSJ CX Funding	CX Fund		2,044,299	-	-	TBD	TBD
LSJ 97 Tech Bond Funding	RV_LSJ 97 Tech Bond Funding		-		-	-	-
Old Tech Bonds	OIRM		295,000	-	-	-	-
CX Operating Funds	RV_DAJD		-	-	-	-	
CX Overhead Charges	RV_CX Fund		-	-	-	-	-
Non-CX Funds	DES Finance		1,802,641	2,127,903	-	276,425	-
	DES ITS		1,598,628	1,126,714	-	975,014	-
	DNRP		1,145,507	957,714	-	-	-
	DDES		183,000	232,540	-	-	-
	DOT		7,557,119	39,456,435	-	8,393,205	1,834,480
	DES-REALS		1,000,000	890,472	-	739,838	1,565,371
	DCHS		478,032	118,975	-	-	-
	DES-E911		1,960,755	2,371,472	-	-	-
	Public Health		1,004,923	-	-	-	-
	DES - I-Net		185,000	-	-	-	-
	Public Health - EMS		268,900	-	-	-	-
	DCHS_MHCADS		-	95,000	-	-	-
	DCHS_CSD		-	161,300	-	-	-
	DCHS OPD		-	40,500	-	-	-
	DCHS DDD		-	77,400	-	-	-
	Various Agencies				1,763,577		
Grant Funding	DES-REALS		3,439,500	-	-	-	-
	KCSC		50,000	-	-	-	-
	OIRM			300,915			
Interfund Borrowing	Debt Funding		3,973,663	-	-	-	-
Carryover Revenue from Existing Projects			1,131,165				
Revenues Total			33,814,440	52,993,488	6,444,225	10,384,482	3,399,851
Expenditures							
Countywide Projects							
Existing Projects	OIRM	Alternative Work Station	(295,000)	-	-	TBD	-
		Business Continuity Program	-	-	(3,763,577)	(2,084,724)	-
		Countywide IT Asset Management	-	(225,496)	-	-	-
		Information Security and Privacy	(503,940)	(915,010)	-	(775,000)	-
		Performance Measurement	-	(130,000)	-	-	-
		IT Project Management	(85,000)	(50,000)	-	(50,000)	(50,000)
		Law, Safety & Justice Integration	(2,218,635)	(300,915)	-	(2,499,001)	(2,499,467)
		Network Infrastructure Optimization Program	-	(352,746)	-	TBD	TBD
		Strategic Technology Plan	(75,000)				
New Projects: Business	OIRM	Electronic Data Retreival	-	(25,000)	-	TBD	-
New Projects: Implementation	OIRM	Agency Technology Plans	-	(30,000)	-	(30,000)	(30,000)
Debt Service Expenditures	NIO Bond Service		-	-	TBD	TBD	TBD

	Agency	Project/Description	2005 Appropriation	2006 Proposed	2006 Reserved	2007 Projected [1]	2008 Projected [1]
Agency IT Projects							
Existing Projects	Assessor	Property Based System Replacement Project	(501,237)	-	-	TBD	TBD
	DAJD	Detention Billing Information System	-	(303,863)	-	-	-
	DCHS	Veterans Information System	(349,130)	(118,975)	-	-	-
	DES - Facilities	Real Estate Portfolio Management	(125,200)	-	-	-	-
	DES Administration	Accountable Business Transformation	(3,973,663)	-	-	TBD	TBD
	DES Emergency mgmt	E-911 Database System Upgrade	(456,720)	(2,371,472)	-	-	-
		E-911 Phase II Accuracy Testing	(263,360)	-	-	-	-
	DES Finance	Benefits Health Information Project	(1,802,641)	(2,127,903)	-	(276,425)	-
	DES ITS	Deployment of Wireless Networking	(106,432)	-	-	-	-
		Desktop and Departmental Server Optimization	(79,380)	-	-	-	-
		Inter-Departmental Collaboration Tools	(109,799)	-	-	-	-
		Web Content Management System (CMS)	(232,799)	-	-	-	-
	District Court	Electronic Filing	(457,145)	-	TBD	TBD	-
	DNRP	Constituent Relationship Management	-	(60,080)	-	-	-
	DOT	Information Systems Preservation	(804,915)	(406,536)		(313,421)	(322,040)
		Radio and AVL Replacement	(4,655,778)	(37,899,873)		(7,181,392)	(1,441,739)
		Regional Fare Coordination	(722,479)	(655,572)		(898,392)	(70,701)
	Public Health	Jail Health Business Process EMRS	(1,750,000)	-	-	-	-
	Public Health - EMS	Web Based, Criteria Based, Dispatch Guidelines	(268,900)	-	-	-	-
New Projects: Business Case/Study/Plan	DAJD	Five-year Technology Plan	-	(165,000)	-	-	
	DCHS	Data Integration	-	(164,399)	-	-	-
	DES ITS	Voicemail System Replacement Project	-	(75,000)	-	(975,014)	-
	OPD	Independent Technology for OPD Contractors	-	(50,000)	-	-	-
	DJA	Joint Court Technology Strategic Plan	-	(86,980)	-	-	-
	KCSO	IRIS/TESS Short-Term Stabilization	-	(74,800)	-	-	-
New Projects: Implementation	DAJD	KCCF Structured Wiring	-	(765,801)	-	-	-
	DES-REALS	Electronic Excise Tax Submission and Processing (eREET)	-	(150,000)	-	-	-
		Electronic Records Management System	-	(740,472)	-	(739,838)	(1,565,371)
	KCSC	HMC Video Conferencing	-	(191,102)	-	-	-
	DJA	Drug Diversion Court Data Base and E-filing System	-	(360,000)	-	-	-
		Expansion of E-Commerce	-	(131,999)	-	-	-
		IT Security Enhancement Project	-	(268,052)	-	-	-
	KCDC	Phone System Upgrade	-	(425,900)	-	-	-
	KCSO	Inventory Tracking & Asset Management	-	(17,600)	-	-	-

Information Technology - Financial Requirements Summary - 2006 Proposed Budget

	Agency	Project/Description	2005 Appropriation	2006 Proposed	2006 Reserved	2007 Projected [1]	2008 Projected [1]
Agency IT Projects							
Equipment Replacement	Equip Replc_ DNRP		(789,187)	(897,634)	-	-	-
	Equip Replc_ DDES		(183,000)	(232,540)	-	-	-
	Equip Replc_ DES		(1,098,798)	(1,051,714)	-	-	-
	Equip Replc_ DOT		(299,458)	(494,454)	-	-	-
	Equip Replc_ PAO		-	(302,400)	-	-	-
	Equip Replc_ DCHS		-	(374,200)	-	-	-
Existing Projects: Closed or anticipated closed in 2005			(11,606,844)	-	-	-	-
2006 Reserve Projects	DCHS	Crisis and Commitment Services Efficiency Project			(499,999)		
	DJA	Customer Centric Electronic Services			(269,500)		
	KCDC	Public Access Portal			(320,922)		
	KCDC	Electronic Filing			(1,158,800)		
	KCSC	Courts Video Recording System Upgrade			(473,334)		
	KCSC	Court Operations Resource Management			(435,355)		
	KCSC	Criminal Case Management & JIS Integration			(547,443)		
	KCSC	Juvenile Court Electronic Orders - Expansion			(198,000)		
Expenditures Total			(33,814,440)	(52,993,488)	(7,666,930)	(15,823,207)	(5,979,318)
Revenues Less Expenditures by Year [2]			-	-	(1,222,705)	(5,438,725)	(2,579,467)

[1] In the development of the 2007 budget, project proposals will be considered and estimates for the preliminary projects listed will be determined [where TBD is noted] and revised [where prelimary estimates are provided].

[2] The preliminary estimates for 2006 Reserved IT projects exceed the available CX Transition Funds (please refer to the explanation of supplemental request methodology and prioritization in the Overview section). Revenues for 2007 and 2008 will be identified during the project development and review process.

PROJECTS

This chapter provides descriptions and budget details for projects that have been proposed for funding by the County Executive. They are listed in alphabetical order by the name of the department assuming project management responsibilities for the project.

Department of Adult and Juvenile Detention (DAJD)

DAJD: Detention Billing Information System (DBIS)

Fund # / Dept #:	3771/0910
Project # (if applicable):	377103
Project Timeline:	December 2004 – August 2006
Sponsor:	Kari Tamura
Contact:	Glen Dufur
Primary IT Goal:	Customer Service/Access

Summary:
DAJD contracts with over 40 agencies for detention services. The Department recently renegotiated its contracts with King County cities and implemented a new contract with the State Department of Corrections. The current Jail Billing System, implemented in 1979, is outdated and does not support the functionality required by the new contracts. Extensive manual intervention is required to maintain a very minimal level of service. Some of the new functionality is met through outside supplemental programming services. Detention service billing has become fragmented and inefficient. Anticipating the conclusion of contract negotiations, DAJD requested and received an initial allocation of $259, 215 to develop a new billing system.

The new contracts incorporate population caps, baseline billing, and the possibility of more varied charging structures. The DBIS requirements reflect the changed needs of the department and anticipate the flexibility to incorporate a menu of charging options and the consequent potential for increased revenues. The requirements also anticipate the flexible approach needed to support the regional jail initiative and to respond to changing contractual requirements.

DAJD is pursuing a separate IT request to develop a long-range technology plan. In order to ensure alignment with the plan and any consequent future changes in DAJD systems and/or technology, the DBIS requirements call for a modular approach with respect to interfaces with other inmate and financial data systems. This approach permits the Department to pursue a solution to an immediate need for improved billing support while long range solutions to the greater scope of department business requirements are considered.

The DBIS Project also leverages Law, Safety, and Justice Integration (LSJI) architecture. Technically, the project anticipates architecture consistent with the LSJI model, and will utilize Biz Talk and Host Integration Server to accomplish integration with mainframe components. On the business side, anticipated improvements through the current Booking/Referral project will support DBIS requirements.

In Phase 2, DAJD and ITS completed high level business requirements and conducted a technical alternatives analysis. Several development options were considered, including the acquisition of vendor package software. The analysis process included the issuance of a vendor RFI, email posting to the Large Jail network, and direct requests for information from vendors.

The technical alternatives analysis concluded that the Department's requirements could best be met by in-house custom development of a modularized detention billing system. The primary bases for this conclusion were: 1) vendor provided jail detention billing software is not available as a stand alone product, but, instead, is sold as part of general jail management systems, and 2) King County's requirements are substantially not met by the available billing components of the vendor supplied jail management systems.

The cost benefit analysis for this project reveals that there are substantial qualitative benefits associated with the project. DAJD would gain the tools to completely implement the existing contracts which produce substantial revenue, while

incorporating the flexibility needed to respond to future business changes. The proposed system 1) leverages the current investment in the LSJI technology, 2) positions the department to participate on regional jail initiatives, and 3) aligns with long range technology planning.

When implementation is complete, DAJD anticipates a system that will provide the following major benefits:
- Flexibility to support contract changes and new charging structures.
- A consolidated comprehensive system that will meet contractual obligations.
- Simplified administration.
- Reduction of manual workload and overtime.
- Support for revenue analysis and projections.
- Tools for DAJD and contract customers to manage population caps.

On the quantitative side, modest savings are realized at implementation and a larger investment in future staff increases are avoided. While payback does not occur until the seventh year, the investment produces significant business improvements and qualitative benefits immediately.

Existing Project Status:

In the fall of 2004, the Detention Billing Information System (DBIS) Project began within DAJD. A business analyst was hired to develop requirements and provide project management services. The scope and focus of the system was documented in alignment with DAJD and King County business goals. A Phase 2 release of funds request was submitted to the PRB in February of 2005, and the project has completed this phase.

Currently the project is in the process of product design (Phase 3A). This project phase will provide the business area the opportunity to review and approve the business rules and user interfaces as well as technical design specifications that will be used to develop the final product.

Key Success Factors:
- Receive revenue in a more timely fashion by eliminating cumbersome and time consuming manual billing processes.
- Eliminate the need to outsource DOC billing by incorporating DOC business rules in the new system.
- Eliminate/reduce overtime of billing staff.
- Fewer Disputes due to more accurate processing.
- Tracking tools to provide access to the history or sequence of billing activity.
- Timely automated notifications to agencies to advise responsibility for daily inmate maintenance charges, inmate transfer refusals and other advisory messages.
- Data to support revenue analysis/projections for strategic planning and positioning.
- Ease of incorporating future modifications by implementing a modular billing system with flexibility to easily add or modify billing parameters and variables.
- Positive responses from customers by reducing issues and problems associated with manual processes and providing real-time access to inmate information.
- DAJD and Agency use of new management tools to monitor its jail population caps by providing secure web-based access to inmate information

DAJD: Five Year Strategic IT Plan

Fund # / Dept #:	3771/0010
Project # (if applicable):	377175
Project Timeline:	January 1, 2006 - December 31, 2006
Sponsor:	Reed Holtgeerts, Director DAJD
Contact:	Tim Longley
Primary IT Goal:	Accountability/Transparency

Summary:
A strategic technology plan is required to support the planning for the necessary enhancement, integration, upgrade, or replacement, and efficient IT support of these systems in response to emerging business requirements (i.e. regional jail systems). The Strategic Plan is dependent on the outcome and recommendations of the phase one IT Stabilization Plan conducted in 2005.

- DAJD has a large number of small to medium sized applications not captured in the county's Law Safety and Justice Integration Program that are highly decentralized without the necessary level of integration to adequately support DAJD's core business functions.
- Applications are loosely coupled to the Jail Booking System (SIP) and portions of the SeaKing Regional Alert System.
- Many jail inmate systems are connected to a host of systems from other criminal justice agencies in support of critical functions (i.e. identification of booked persons through fingerprint identification, prosecutorial and court calendar information, and state criminal justice systems.
- The Departments Information and technology systems are poorly supported due to lack of resources subsequently reducing the quality of services delivered to criminal justice business partners.
- The state of the Department's information and technology portfolio has reached critical mass. These systems are expensive to maintain and modify and are so interdependent that they create significant risk for the department when they are modified or enhanced.

Project goals of this initiative are to:
- Deliver responsive service to internal as well as our regional Law Safety and Justice (LSJ) partners, the public, and other state and federal jurisdictions.
- Provide reliable, cost-effective technical and application architectures
- Align DAJD business functions and infrastructure those that are common across the King County organization
- Ensure IT security and privacy with regards to law enforcement systems.
- Develop an environment and support infrastructure that promotes a high level of information sharing with LSJ customers.
- Sponsor regional IT initiatives

Existing Project Status:
New Project.

Key Success Factors:
- Five year strategic plan for the department to provide necessary support for the outcomes.
- An implemented "load balancing" plan that equally distributes the available IT workforce supporting departmental information and technology service activities as well as obligations to central IT governance.

DAJD: KCCF Structured Wiring Upgrade Project

Fund # / Dept #:	3771/0010
Project # (if applicable):	377176
Project Timeline:	August 2005 – March 2007
Sponsor:	Reed Holtgeerts, Director DAJD
Contact:	Tim Longley
Primary IT Goal:	Risk Management

Summary:
The fundamental problem being addressed by this proposal is to construct a properly designed system of telecommunications pathways and spaces, and to install high-performance cabling and connecting hardware throughout the building. (Spaces are defined as the Telecommunications Rooms, closets, or cabinets necessary to house the electronics equipment to serve the building and each floor. Pathways are defined as the system of conduits or cable trays used to route the cabling to interconnect the spaces, and distribute to the work areas (desks) on each floor.)

The Integrated Security Project (ISP) and the Jail Electronic Health Records Project presents opportunities to address these needs that would otherwise be eminently more complex, expensive, and risky for security reasons. In addition, the detention facility at the Regional Justice Center may require minor equipment upgrades to mirror the KCCF structured wiring system as well as support Electronic Health Records initiatives.

When the KCCF was constructed approximately 15 years ago, facilities were provided primarily for the distribution of telephone (voice) services. These facilities consist of a primary and secondary telephone Equipment Room, limited capacity cable distribution pathways (conduits) from the telephone rooms to each floor, and a small panel recessed into the wall on each floor of the facility, for managing the telephone cable distribution for the floor. Wiring for computers was provided for a system common at the time, but is now obsolete, and abandoned in most places.

As personal computers (PCs) were deployed at the KCCF, the DAJD Information Technology (IT) staff began installing a LAN to interconnect the computers, using building spaces and resources as they became available. The LAN was developed over a number of years to meet immediate needs, without the consideration and benefit of long-term planning, design, or funding. Many parts of the current LAN are using obsolete equipment, a non-standard topology, and have severe bandwidth restrictions causing disruptions to work flow. There is for instance an obsolete wireless LAN system in use in the KCCF tower's living units that presents severe bandwidth limitations and information security risks.

It is the Goal of this business case to:
> *"develop a structured wiring plan which will insure that the wiring within the KCCF is designed and installed as a system that provides the capacity and level of performance necessary to support current and future business operations.*

Project goals of this initiative are to:
- Audit existing telephone and Data cable distribution and document the same.
- Upgrade the KCCF building as a single structured wiring system, using tuned components
- Enlist the services of a Registered Communications Distribution Designer (**RCDD**) to develop a detailed scope of work for the project, plan implementation, and oversee the installation.
- Dovetail project deliverables with ongoing King County projects; Integrated Security Project, Electronic Health Records Project, and other remodeling projects.

Existing Project Status:
King County Integrated Security Project, Electronic Health Records Project, and other remodeling projects are currently underway. Vendor PTI has provided a comprehensive design report.

Key Success Factors:
- Improved network utilization, availability, reliability and performance with a focus on the departments core business requirements.
- Reduced risk of business interruption
- Improved system and data security
- Infrastructure that is supportable, scalable, and repeatable given current and future funding resources.

DCHS: Community Services Division (CSD) Equipment Replacement

Fund # / Dept #:	3771/0950
Project # (if applicable):	N/A
Project Timeline:	January 1, 2006 - December 31, 2007
Sponsor:	Jackie MacLean
Contact:	Barbara Solomon
Primary IT Goal:	Risk Management

Summary:

The Community Services Division is responsible for maintenance of staff desktops in the Exchange Building and remote sites and for desktops and networks for students in YouthSource and job seekers at WorkSource Renton.

CSD desktops are currently optimized for Windows 2000 and based on tests made by CSD LAN staff there is a need to upgrade to Windows XP in order to run XP versions of major applications at acceptable speeds. In addition, CSD needs rack mounted servers to facilitate moving in 2007 and to avoid additional damage from flooding in the current server locations. LAN administration resources are not adequate to maintain a system of desktops with different operating systems. This project request is based on upgrades of all desktops that cannot operate the XP software versions and replacement of non-rack servers prior to moving to the new County office building in the second half of 2007.

DCHS: Data Integration

Fund # / Dept #:	3771/0935
Project # (if applicable):	377178
Project Timeline:	January 01, 2006 – December 31, 2006
Sponsor:	Jackie MacLean
Contact:	Marty Lindley
Primary IT Goal:	Efficiency

Summary:

The Department of Community and Human Services (DCHS) has a variety of data systems supporting its four divisions and the Director's Office. The data produced by each division supports that division's lines of business, but this data cannot be presented in a coherent whole that represents the entire department's interests. The department needs to develop management indicators and routine reports that support the Director's Office oversight of the department's lines of business and to contribute in a more coordinated manner towards countywide initiatives. The department needs to be able to request ad hoc data production and receive a meaningful and well-considered response in a timely manner. Through a business process analysis, this project will allow review of the existing data across divisions, analysis of its relationship to our Director's Office business needs, and development of methods to maximize the use of existing data to create management indicators for the Director's Office.

This project is conceived as the first phase of a two-part project. The second phase will involve taking what has been learned about DCHS data systems and developing recommendations for improvements. These improvements will likely go beyond business process improvements to include technology system improvements. However, the department will not propose these until it has achieved a thorough understanding of its needs through the business process analysis that will be performed in 2006.

Existing Project Status:

New Project

Key Success Factors:
- Availability of routine reports for department management.
- Availability of data for meaningful performance measures.
- Improved ability to generate responses to ad hoc data requests.

DCHS: Developmental Disabilities Division (DDD) Equipment Replacement

Fund # / Dept #:	3771/0920
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	Jackie MacLean
Contact:	Wes Hikida
Primary IT Goal:	Risk Management

Summary:

The Equipment Replacement Plan for the DDD is based on the vendor's unsupport date or when the warranty expires on the current IT assets such as desktops, laptops, and servers.

DCHS: Mental Health, Chemical Abuse & Dependency (MHCADSD) Equipment Replacement

Fund # / Dept #:	3771/0924
Project # (if applicable):	N/A
Project Timeline:	January 1, 2006 to December 31, 2006
Sponsor:	Jackie MacLean
Contact:	Diep Nguyen
Primary IT Goal:	Risk Management

Summary:

The Mental Health, Chemical Abuse & Dependency Services Division is responsible for maintenance of staff computers, printers and servers in the Exchange Building, remote sites, and DSHS CSO offices.

The equipment replacement plan is based on the normal computing cycle of computers, servers and printers; normal wear and tear; and manufacturer ability to support each type of model. Presently, the division's desktop computers and servers are Dell; while the printers are HP. Each year, based on the replacement analysis, about 1/3 of desktop computers are budgeted for replacement. Servers and printers, due to the nature of their operation (24x7), are planned for replacement to coincide to the manufacturer end-of-life cycle (support no longer available) or shorter in cases where capacity is reached.

DCHS: Office of Public Defender (OPD) Equipment Replacement

Fund # / Dept #:	3771/0950
Project # (if applicable):	N/A
Project Timeline:	January 1, 2006 – December 31, 2006
Sponsor:	Jackie MacLean
Contact:	Michael Olivieri
Primary IT Goal:	Risk Management

Summary:
The Office of the Public Defender is responsible for maintenance of staff computers, printers and servers located in the Walthew Building, remote sites and Regional Justice Center.

The equipment replacement plan is based on the normal computing cycle of computers, servers and printers; normal wear and tear; and manufacturer ability to support each type of model. Presently, the division's desktop computers and servers are Dell; while the printers are HP. Each year, based on the replacement analysis, about 1/3 of desktop computers are budgeted for replacement. Servers and printers, due to the nature of their operation (24x7) are planned for replacement to coincide with the manufacturer end-of-life cycle (support no longer available) or shorter in cases where capacity is reached.

DCHS: Office of Public Defender (OPD) Independent Technology for OPD Contractors

Fund # / Dept #:	3771/0950
Project # (if applicable):	377177
Project Timeline:	January 1, 2006 - November 30, 2006
Sponsor:	Jackie MacLean
Contact:	Michael Olivieri
Primary IT Goal:	Risk Management

Summary:
Office of Public Defender (OPD) public defense contractors have been included in the county Wide Area Network (WAN) practically since OPD itself became enrolled. This was viewed as a cost saving approach for many years but has lately been viewed as a risk to county WAN security and a contradiction of the independent contractor concept. This project seeks funds to remove the four contractors from the county WAN with adequate compensation to purchase all necessary hardware, licenses and support.

Existing Project Status:
New Project.

Key Success Factors:
The single measurement of project success will be the number of contractor workstations eliminated from the county WAN.

DCHS: Veterans Information System

Fund # / Dept #:	3771/0950
Project # (if applicable):	377167
Project Timeline:	August 22, 2005 – August 31, 2006
Sponsor:	Jackie MacLean
Contact:	Barbara Solomon
Primary IT Goal:	Efficiency

Summary:
The project will develop a replacement custom application for the current PROVET application, a database used by the Veterans Program that is ten years old and has limited functionality.

VIS Project Description: These four components make up the VIS development project:
- Veterans Information Application (VIA) which replaces the existing PROVET application with necessary functionality lacking in PROVET.
- Veterans Information Application Web Component (VIA-Web) which provides dynamic Intranet and/or Internet functionality and access to the VIS database. It provides front desk personnel with a thin client access to the database for initial data entry of veterans' information and will provide report generation capability.

- Veterans Information Web Application (VIW) which enhances the existing CVC web site with dynamic SQL/Server access and processing capability, where information is provided to the Public viewers of the site.
- Conversion and migration of existing PROVET and County Veterans Coalition (CVC) data to SQL/Server technology

An integrated program management application is needed to manage current business processes and to accommodate projected growth in the numbers of veterans requesting services. VIS will collect data on all clients -- homeless veterans, qualifying family members, and those at risk of becoming homeless.
- In 2007, the Veterans' Program as a provider of services to homeless veterans in King County will be required to provide information on clients and services to a homeless management information system (HMIS). The current veterans' PROVET database does not contain the information needed to meet federal requirements for coordination of services for the homeless population. Failure to report required information will jeopardize the receipt of federal funds targeted to ending homelessness for all agencies in King County.
- The current custom application is 10 years old and has limited functionality. It is not robust enough to add the new data elements and provide data to the HMIS system.
- The current application was not designed as a case management tool for Veterans' Program staff. The effect of current Washington State and King County limitations on property tax growth has reduced Veterans' Program revenue growth. A more efficient approach to client documentation and internal staff use of case management and service delivery information is needed to continue providing the current level of direct services to veterans in future years.

The quantifiable benefits in the Cost/Benefit analysis are all cost avoidance. Without this project, the Veterans' Program would need to have additional staff for input of HMIS data into a separate Access application that would have to be developed for the purpose of transmitting the data to the County HMIS. Additional intake staff would be required to handle the increased time required to collect the HMIS required information from clients. Additional IT support would be required for maintenance of the process for combining existing homeless data in the PROVET application and the new HMIS data into a single file for transfer to the County HMIS. As returning Iraq and Afghanistan veterans require services statewide there will be more demand for display of information about service needs on the CVC website which serves 39 counties in Washington State. Without the proposed application, additional staff time from the CSD web developer would be required because the current CVC website requires a single point for scripting and posting of all material. The costs avoided by implementing this project are $821,431 from mid-2006 to the end of 2011. These are funds that will be available for services to veterans and the costs of application maintenance.

Efficient service provision and effective coordination require a case management based information system that supports exchange of information with other service systems—health care, mental health care, emergency and transitional housing, housing support, and employment and training resources. VIS will also have the capacity to handle more data than the current system thereby allowing the Veterans' Program to manage the anticipated growth in client load stemming from the return of Iraq and Afghanistan veterans. Coordination of benefits for veterans requires an information system that can exchange needed information with veteran programs in other counties, the WA State Department of Veterans Affairs (WDVA), and the federal Veterans Administration.

Existing Project Status:
In May, PRB approved this 2005 mid-year project request. In June, PRB release funds for Phases IIIa and early IIIb contingent upon the approval of Council. The County Council passed a supplemental ordinance making funds available in August. ITS staff has begun work in August and will request another funding release for Phase IIIb in December.

Key Success Factors:
- Immediate availability for all program staff of intake information including required information on homeless clients.
- Availability of client mental health data in a HIPAA compliant format that can be provided to other mental health providers when needed
- Availability of prior service and eligibility data to staff doing client intake and case management.
- Statistical tools to extract and process data without intensive manual effort.
- Ability to generate reports with basic client demographics and service information for program management and for DCHS performance reporting

DDES: IT Equipment Replacement

Fund # / Dept #:	1340/0325
Project # (if applicable):	N/A
Project Timeline:	January 2006 - December 2006
Sponsor:	Stephanie Warden
Contact:	Michael Pahl
Primary IT Goal:	Risk Management

Summary:
Replacing standard IT equipment on a regular replacement cycle is the most cost effective way to maintain that equipment. We have established a standard cycle of 4 years for desktop equipment, 5 years for printers and peripherals, and 3-5 years for servers (depending on the server).

For 2006 we plan to replace 25% of our desktop machines (roughly 90-100 units), 20% of our printers (roughly a dozen) and seven Windows-based servers.

DES: Finance – Benefit Health Information Project

Fund # / Dept #:	3771/
Project # (if applicable):	377143
Project Timeline:	2005 – Q1 2007
Sponsor:	KCHRI
Contact:	Cindy Lee
Primary IT Goal:	Customer Service/Access

Summary:

In response to concerns over the growing costs of health care, King County Executive Ron Sims established the King County Health Reform Initiative (KCHRI) in 2004. The basis for the health reform initiative was the urgent need for King County to contain the rise in health care costs for everyone covered by the King County health benefits program. The County's benefits budget is expected to increase at a rate of 11% or more per year for at least the next five years. This is an increase in spending from the current projected level of $144 million for 2005 to $219 million in 2009. This level of increase is unsupportable and will result in a financial crisis for the County if left unchecked. The target of KCHRI is to curtail the growth in health care costs by one-third over the upcoming benefit plan period of 2007-2009. Reducing the rate of growth in health care costs by one-third is projected to save the County $40 million.

King County, with the assistance of other major employers and health care experts in the region, undertook a number of studies to determine the best approach to achieve significant and lasting health care cost containment. The strategy that emerged from this effort involves motivating employees and their families to become active partners through their participation in healthy activities and disease management programs that will promote wellness in the long-term. The Joint Labor Management Insurance Committee (JLMIC) recently endorsed this approach through their adoption of the Healthy Incentives benefits framework. This framework will provide the basis for negotiating the details of the County's benefit plans for the 2007-2009 benefit plan period.

Two projects were created under KCHRI: the Benefit Policy and Program Development Project (BPDP) and the Benefit Health Information Project (BHIP). BPDP is chartered to develop and recommend policies for health benefits at the County that will accomplish cost reductions and improve health care quality, and to design health benefit plans consistent with these policies. BHIP is chartered to develop the administrative procedures and related systems to support the implementation of the new health care policies and plans. New procedures and systems related to enrollment must be in place in 2006 for employees and their families to be covered under the new benefit plans effective January 1, 2007.

The Benefits and Retirement Operations Section (BROS) of the Department of Executive Services (DES), Finance and Business Operations Division (FBOD), is responsible for the administration the County's benefit and retirement programs. As the project lead for BHIP, BROS was tasked to determine how best to prepare for the implementation of the new policies and plans that would be coming from BPDP. BROS' approach considered what would be required not only to prepare for the upcoming benefit plan cycle, but what would be required to ensure their readiness to support changes to benefit plans in the future as strategies are refined and redirected to achieve the goals of KCHRI.

Existing Project Status:

This project is a two year project with the majority of the work being done in 2005 and 2006 and with a small carry over into the first quarter of 2007. In 2005 the Business Case was approved by the King County Project Review Board and the County Council.

BHIP has several subprojects – Online Enrollment Pilot, Wellness Assessment Vendor Implementation, Employee Self Service, Peoplesoft Portal, Online Open Enrollment Alternatives, and 2007 Open Enrollment. Two of the subprojects (Online Enrollment Pilot and Wellness Assessment Vendor Implementation) are in Implementation Planning and Development while Analysis and Design continues on the other four for implementation throughout 2006.

Key Success Factors:

- Communications and availability of a simple user interface must result in at least 80% participation in online enrollment by employees;
- For the remaining 20% or less, the solution must provide another automated data capture option such as a phone based enrollment option (IVR);
- Security of the system is fail proof, measured by 3rd party security review and approval;
- All eligibility rules must be 100% automated;
- The solution achieves100% accuracy of plan placement;
- The solution is fully integrated with the MSA and PeopleSoft payroll systems, as measured by no severe errors outstanding in the interfaces; "A severe error is one which prevents the transmission of appropriate information in the interface and causes a payroll error";
- The solution is 100% in compliance with HIPAA regulations;
- All BROS team members are fully trained and able to provide excellent customer service to the benefit eligible employees of the county as measured by customer satisfaction tools;
- Full plan implementation is achieved on January 1, 2007 as measured by no severe errors outstanding as a result of User Acceptance testing;
- Employees can easily access the information provided from the newly initiated "Focus on Employees" Internet page, measured through solicited customer feedback; and
- The solution achieved timely transmittal of eligibility information to the county's healthcare vendors as measured by adherence to contract stipulations

DES: ITS – Enterprise IT Equipment Replacement

Fund # / Dept #:	3781/0280
Project # (if applicable):	378206
Project Timeline:	January 2006 – December 2006
Sponsor:	Kevin Kearns
Contact:	Chris Richards
Primary IT Goal:	Risk Management

Summary:
There are approximately 460 devices (routers, switches, application servers, and miscellaneous related equipment) that comprise the county's enterprise technology computing infrastructure. 2006 marks the third year of the enterprise IT equipment replacement program (the program was adopted by Council in August of 2003). The major focus in 2006 will be on the access layer phase of the Network Upgrade Project.

DES: ITS - Personal Computer Equipment Replacement

Fund # / Dept #:	5461/1546
Project # (if applicable):	N/A (Internal Service Fund)
Project Timeline:	On-going
Sponsor:	Paul Tanaka/Kevin Kearns
Contact:	Chris Richards
Primary IT Goal:	Risk Management

Summary:
This is the second full year of DES' formal desktop hardware and software refresh program. This program was developed in conjunction with work on DES' Technology Plan and its guiding principles for length of replacement cycle, funding, and linkage between hardware and software refresh cycles (these were reviewed with Gartner to ensure strong alignment with industry best practices.) This is a department-wide program administered through a separate fund and managed by ITS.

DES: ITS - Voice Mail System Replacement

Fund # / Dept #:	3781/0280
Project # (if applicable):	378201
Project Timeline:	January 1, 2005; December 31, 2006
Sponsor:	Kevin Kearns/David Martinez
Contact:	Bob Quick
Primary IT Goal:	Risk Management

Summary:

The existing PulsePoint voice mail system that serves approximately two-thirds of the county's voice mail users continues to experience intermittent performance problems. Display of message status lights are inconsistent and there have been reports of lost or delayed message delivery. The system reached end of sales status during the early 1990's and long-term vendor maintenance support is questionable. Vendor support through 2006 has only just recently been assured. The current system is limited in scalability and functionality.

The first step in assessing replacement options will be the development of a business case that will further document current status, examine alternatives consistent with the Network Infrastructure Optimization project goals and objectives, and provide a recommended course of action. This first phase of the project will be led by OIRM staff with active ITS and other key stakeholder participation.

Assuming the business case supports replacement, given the age and status of the voice mail system, ITS is likely to seek implementation funding for the replacement system later in 2006.

Existing Project Status:
New Project

Key Success Factors:
- Implement a voicemail system that is under full support contract by the manufacture
- Implement a voicemail system that is reliable and adequate to meet county needs

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DES: OEM - E-911 Database System Upgrade

Fund # / Dept #:	3771/0830
Project # (if applicable):	377150
Project Timeline:	January 2005 – December 2006
Sponsor:	Paul Tanaka
Contact:	Marlys Davis
Primary IT Goal:	Customer Service/Access

Summary:

The E-911 Automatic Location Identification (ALI) Database system is the system that provides for the display of a 911 caller's name, telephone number, and location information at the Public Safety Answering Points (PSAPs) along with the 911 call. ALI Database service is part of the tariffed E-911 service that is provided to King County by Qwest.

There are two problems with the current ALI Database system that must be resolved. The first is that the current system operates at very low speeds. With increasing call volumes at the PSAPs, the delivery of the ALI data is slowing the ability of the call takers to process 911 calls. When call volumes are high, call takers receive the 911 call before the ALI data is delivered, and have to wait for the data to display before they can start to process the emergency request in their computerized dispatch system. The first phase of this two-year project to be completed in 2005 will upgrade the network used to deliver the data to the PSAPs to increase the speed with which the ALI data is delivered. This will resolve the current problem of ALI data being delivered after the 911 call has been delivered, and will allow the data to be displayed at

the 911 call answering position at the same time the 911 call arrives. This will also bring the ALI data delivery network up to modern data network standards.

The second problem with the ALI Database system is that the current data standard used nationwide for ALI data is a unique standard which is not used outside E 911 systems for data exchange. The result is the inability to add the necessary data fields for wireless 911 and other technologies, and increased difficulty and cost for telephone companies to exchange their data. Today, wireless ALI data is fit into existing wireline data fields, which are not compatible with wireless data, and this restricts the display of all of the useful wireless data that is available to be provided to the PSAPs. The National Emergency Number Association (NENA), the 911 association which establishes standards for E-911 systems, has established a new standard for ALI data and data exchange that utilizes XML, which is the worldwide standard for data exchange. Although the new XML data standard has been established for the past few years, the protocols for the exchange of the data were never completed.

In an effort to motivate the telephone companies who provide ALI Database service to E-911 jurisdictions nationwide to finish the protocols for data exchange and other work necessary to implement the new data standard, on April 1, 2004, King County sent Qwest an official written request for an upgraded ALI Database system that incorporates the new data standard. The letter requested that Qwest initiate the project by providing budgetary pricing for the new ALI Database system for inclusion in the 2005 budget. Due to the fact that the protocols for data exchange had not been established, Qwest was not able to offer the upgraded ALI Database system as a service in 2005. However, as a result of the King County letter, Qwest and other involved parties have initiated a standards setting process at the national level that will finish the development work necessary to complete the upgraded ALI Database system. That work is currently underway, and is expected to be completed in mid-2005. At that time, Qwest will be able to offer the upgraded ALI Database system as a tariffed service. An additional funding request will be included in the 2006 budget proposal for the new ALI Database system to complete this two-year project. The ALI data network upgrade that will be completed in 2005 to increase the speed of ALI data delivery is also necessary for the transport of the increased amount of ALI data that results from the new XML data standard. Completing that upgrade in 2005 will prepare the network for the upgrade of the remaining components of the ALI Database system.

Existing Project Status:
The upgrade of the network used to deliver the data to the PSAPs is in progress with Qwest. The network to the majority of PSAPs will be complete by fourth quarter, 2005. The cutover to the new network to a few PSAPs may be delayed until first quarter, 2006 in order to coordinate with other work that is being done on the E-911 network. This schedule delay will not affect the overall schedule of the project.

The development of the upgraded ALI Database system by Qwest and their subcontractor database and equipment vendors has been completed, and is ready for implementation beginning in 2006.

Key Success Factors:
The following deliverables must be provided in order for this project to be determined to be successful:
- The new ALI Database system must meet national E-911 standards established by NENA. In addition to meeting the XML data standards, the system will need to comply with network and E-911 equipment standards, to ensure that the data can appropriately travel through the E-911 system and be received and displayed at the PSAP along with the 911 call.
- The speed of ALI data delivery must be increased to allow for the delivery of larger amounts of ALI data to the PSAP simultaneously with the 911 calls, to eliminate the current delay in the ability of the call takers to process 911 calls.
- The new ALI Database system must accommodate the necessary data fields for wireless 911 and other technologies.

Fund # / Dept #:	3771/0470
Project # (if applicable):	377184
Project Timeline:	Q2 2005 – Q3 2006
Sponsor:	Paul Tanaka
Contact:	Diane Mickunas-Ries
Primary IT Goal:	Customer Service/Access

Summary:
In King County (and Pierce County) real estate excise tax is collected by the Recorder's Office for all real estate sales transactions that occur in the County. The State portion of the fee is forwarded to the Department of Revenue, and the city portion of the fee forwarded to King County cities. Excise tax is a "sales" tax levied on most property conveyances. It is paper-intensive and efficiency and accuracy are of the utmost importance. King County processed 82,000 affidavits in 2004 and collected and dispersed $414,042,901.39. King County collects approximately 42% of the total of the tax remitted statewide. All conveyance documents must be accompanied by an excise tax affidavit that is successfully processed before it can be recorded. This amounts to approximately 12% of all document titles recorded.

The State sought and received, in the 2005 legislative session, a funding source to automate the collection, statewide, of the real estate excise tax (REET). Monies were earmarked for the State to develop and implement an automated system for processing REET, and for the counties to develop automated systems that interact with the State system.

This request is to modify the existing recording system and enhance the existing system to provide the required interface with the Department of Revenue's automated REET system as required by law and automate and make more efficient the existing Recorder's Office REET system.

Existing Project Status:
New Project.

Key Success Factors:
- Clear requirements agreed upon by both parties
- Successful submission and process of excise tax affidavit and successful recording of associated real estate conveyance document.
- Successful collection of all excise tax fees
- Successful collection of all recording fees
- Successful co-existence with all non-electronically submitted docs

DES: REALS - Electronic Records Management System

Fund # / Dept #:	3771/0470
Project # (if applicable):	377173
Project Timeline:	January 2006 – December 2009
Sponsor:	Paul Tanaka, Dean Logan
Contact:	Greg Trosset
Primary IT Goal:	Customer Service/Access

Summary:
This project proposes developing a central repository for the management and retention of Public Records. The project will include implementing an electronic records management system (ERMS) within the REALS Division of the Department of Executive Services. Following a successful implementation, the system will be rolled-out County-wide in a phased approach. Development of policies, procedures, and standards, as well as employee education on Public Records

management is included in this project. The scope of the project encompasses Public Records created on individual user's workstations, digital imaging of Public Records created in paper format, web records, migration of the County Records Center inventory database for the management of hard copy records in inactive storage, importation of electronic Public Records created on third-party systems, and a digital imaging program for the King County Archives. This project also encompasses the re-establishment of the County's Electronic Records Committee to provide guidance on the development of policies and procedures, and to recommend a course of action for managing the proliferation of records management technology throughout the County.

In addition to a focus on electronic records retention and archiving (i.e., the middle and end of the document lifecycle) this proposal will incorporate an assessment of the County's business need for document management as well (the beginning of the document lifecycle). This assessment is being performed in order to deliver a business case recommending a comprehensive course of action for the County to address its need for document management, electronic public record management and both electronic and paper archived document inventory management. Following PRB approval of the recommended comprehensive course of action, the solution proposed for management of the County's electronic records will be implemented as a deliverable of this project. Completion of separate projects to implement the document management and archive management solutions will eventually provide the county with an integrated, comprehensive countywide document/records management solution.

To this end the following goals are incorporated into this proposal:
1) Budget for and complete an assessment of the enterprise wide environment of document management processes and business needs. From the assessment prepare a business case describing how a technology solution will best address the county-wide needs for document management.
2) Budget for and complete an assessment of the enterprise wide environment of records management processes and business needs. From the assessment prepare a business case describing how a technology solution will best address the county-wide needs for electronic public records management.
3) Budget for and complete an assessment of the County Archives business needs for appraising and acquiring for preservation the county's archival records in electronic format; digitizing and making heavily used historic paper documents more easily accessible to county residents via the world wide web. From the assessment prepare a business case describing how a technology solution will best address the Archives mission of preserving the County's heritage.
4) Budget for and implement an Electronic Records Management solution addressing the County's electronically generated public records (upon PRB approval of the comprehensive document lifecycle solution).

Existing Project Status:
New Project.

Key Success Factors:
- Metric: Completion of each phase and the entire project within budget.
- Metric: Completion of each phase and the entire project within the established timeline.
- Metric: Upon completion of each phase, does the system provide the functionality defined in the Business Case and scoped requirements?
- Metric: Volume of records stored on the system.
- Metric: Volume of space available on the Exchange server (expected to go down as users manage records on the ERMS rather than the Exchange server.
- Metric: Volume of records delivered annually to the Records Center (expected to go down as users scan records for electronic storage rather then hard copy storage).
- Metric: Volume of electronic records transferred to the Archives for preservation and access for historic research purposes.

DNRP: Constituent Relationship Management

Fund # / Dept #:	3110/0381
Project # (if applicable):	N/A
Project Timeline:	June 2005 – September 2005
Sponsor:	Bob Burns
Contact:	Gary Hocking
Primary IT Goal:	Efficiency

Summary:

The County Executive's Office has requested that DNRP standardize and centralize the way in which the department manages data about citizens who are interested in our programs in order to provide them more timely and relevant information for topics in which they are most interested. Currently, this information is stored in many small database and/or spreadsheet formats and it can take DNRP staff several days to pull together a thorough list to do a direct mailing or email communication.

This project will fund the acquisition, installation and configuration of a Constituent Relationship Management (CRM) System using the Microsoft CRM Sales Server, Microsoft Sales User Pro and Microsoft SQL Server software available "off the shelf" via the Microsoft Select 6 contract. Two Dell servers will also be acquired for this project. The CRM system will provide end users with a web interface and will also interface with the County Exchange email system once it is upgraded to Exchange 2003. Initial focus areas include:

- Leverage the account and contact management portion of the Microsoft CRM (Professional Sales) solution to profile constituents and their related interests.
- Build real time lists of constituents that target communication according to their interest and preferred method of communication

After basic installation is completed, a consultant will be engaged in 2006 to install and configure third party software which will add the functionality of a web portal which will allow citizens to add themselves to the CRM database. At this time, the consultant may also be requested to configure additional features of the CRM software.

A GIS interface to the CRM database may also be developed in 2006 to allow users to spatially query the CRM database. Potentially, this interface would enable a database query to find all of the records along the shoreline of a lake. The development of this interface would be done by a team of application developers from the King County GIS center. However, this work is dependent upon the availability of grant funds currently being applied for by the DNRP Water & Land Resources Division.

Existing Project Status:

This project was approved by the PRB at their August 2005 meeting. The orders for necessary hardware and software have been placed. Stakeholder meetings will be held in September and October.

Key Success Factors:

Upon completion, this project will provide a single data management system housing the contact information and particular areas of interest of all constituents with interests in DNRP programs. Further, this data management system will be integrated with the county email system in order to easily identify and communicate with constituents who have common areas of interest. The objectives for this project are to:

- Set up a solution to effectively track constituent contact information and their areas of interest
- Train the DRNP staff so they effectively adopt the new constituent tracking approach
- Improve "Time to Market" for specific event focused material outreach
- Provide insightful reporting to the management team on information

DNRP: Directors Office IT Equipment Replacement

Fund # / Dept #:	3110/0381
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	John Bodoia
Contact:	Gary Hocking
Primary IT Goal:	Risk Management

Summary:

The purpose of the DNRP Directors Office equipment replacement plan is to provide replacement funding for the DNRP Directors Office information systems infrastructure. The plan's goal is to keep information systems operating at the levels needed to meet current and projected business needs. The continuing implementation of this equipment replacement plan insures the availability of the technology tools needed by the Directors Office staff.

The plan identifies replacements for: desktop and notebook PC's; database, file and application servers; backup and storage devices; network switches and peripheral devices like printers and projectors.

DNRP: GIS Center IT Equipment Replacement

Fund # / Dept #:	5481/3180
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	George Horning
Contact:	Gary Hocking
Primary IT Goal:	Risk Management

Summary:

The purpose of the King County GIS Center equipment replacement plan is to provide replacement funding for the GIS Center's information systems infrastructure. The plan's goal is to keep information systems operating at the service levels needed to meet current and projected business needs. Ongoing execution of this equipment replacement plan is critical to the continued operation of the GIS Center and a key factor in the ability of the GIS Center to be a regional service provider.

The plan identifies replacements for: database, file and application servers; backup and storage devices, and output devices like printers, plotters and projectors.

DNRP: Parks Division IT Equipment Replacement

Fund # / Dept #:	1451/0640
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	Kevin Brown
Contact:	Mel Boupharath
Primary IT Goal:	Risk Management

Summary:

The purpose of the DNRP Parks Division equipment replacement plan is to provide replacement funding for the Parks Division information systems infrastructure. The plan's goal is to keep information systems operating at the levels needed

to meet current and projected business needs. Ongoing execution of this equipment replacement plan is critical to the continued operation of the Parks Division.

The plan identifies replacements for: desktop and notebook PC's; database, file and application servers; backup and storage devices, and peripheral devices like printers and projectors.

DNRP: Solid Waste Division IT Equipment Replacement

Fund # / Dept #:	4040/0720
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	Ann Shigeta
Contact:	John Crum
Primary IT Goal:	Risk Management

Summary:
The purpose of the DNRP Solid Waste Division equipment replacement plan is to provide replacement funding for the Solid Waste Division information systems infrastructure. The plan's goal is to keep information systems operating at the levels needed to meet current and projected business needs. Ongoing execution of this equipment replacement plan is critical to the continued operation of the Solid Waste Division.

The plan identifies replacements for: desktop and notebook PC's; database, file and application servers; backup and storage devices, and peripheral devices like printers and projectors.

DNRP: Wastewater Treatment Division-ISS IT Equipment Replacement

Fund # / Dept #:	4616
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	Tim Aratani
Contact:	John Buffo
Primary IT Goal:	Risk Management

Summary:
The purpose of the DNRP Wastewater Treatment Division-ISS equipment replacement plan is to provide replacement funding for the Wastewater Treatment Division information systems infrastructure at King Street Center and external office sites. The plan's goal is to keep information systems operating at the levels needed to meet current and projected business needs. Ongoing execution of this equipment replacement plan is critical to the continued operation of the Wastewater Treatment Division.

The plan identifies replacements for: desktop and notebook PC's; database, file and application servers; backup and storage devices, and peripheral devices like printers and projectors.

DNRP: Wastewater Treatment Division-ESRP IT Equipment Replacement

Fund # / Dept #:	4616
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	Tim Aratani
Contact:	John Buffo, Sung Le
Primary IT Goal:	Risk Management

Summary:
The purpose of the DNRP Wastewater Treatment Division-ESRP equipment replacement plan is to provide replacement funding for the Wastewater Treatment Division East Section information systems infrastructure that includes the Renton Treatment Plant and its peripheral sites. The plan's goal is to keep information systems operating at the levels needed to meet current and projected business needs. Ongoing execution of this equipment replacement plan is critical to the continued operation of the Wastewater Treatment Division.

The plan identifies replacements for: desktop and notebook PC's; database, file and application servers; backup and storage devices, and peripheral devices like printers and projectors.

DNRP: Wastewater Treatment Division - Westpoint IT Equipment Replacement

Fund # / Dept #:	4616
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	Tim Aratani
Contact:	John Buffo, Charlie Dickey
Primary IT Goal:	Risk Management

Summary:
The purpose of the DNRP Wastewater Treatment Division-Westpoint equipment replacement plan is to provide replacement funding for the Wastewater Treatment Division Westpoint information systems infrastructure that includes the Westpoint Treatment Plant and its peripheral sites. The plan's goal is to keep information systems operating at the levels needed to meet current and projected business needs. Ongoing execution of this equipment replacement plan is critical to the continued operation of the Wastewater Treatment Division.

The plan identifies replacements for: desktop and notebook PC's; database, file and application servers; backup and storage devices, and peripheral devices like printers and projectors.

DNRP: Water & Land Resources Division IT Equipment Replacement

Fund # / Dept #:	1210/0741
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	Steve Oien
Contact:	Sue DeLaat
Primary IT Goal:	Risk Management

Summary:

The purpose of the DNRP Water & Land Resources Division equipment replacement plan is to provide replacement funding for the Water & Land Resources Division information systems infrastructure that is located at both King Street Center and the Canal Place Building. The plan's goal is to keep information systems operating at the levels needed to meet current and projected business needs. Ongoing execution of this equipment replacement plan is critical to the continued operation of the Water & Land Resources Division.

The plan identifies replacements for: desktop and notebook PC's; database, file and application servers; backup and storage devices; network switches; and peripheral devices like printers and projectors.

DNRP: Water & Land Resources Division – Environmental Lab IT Equipment Replacement

Fund # / Dept #:	1210/0741
Project # (if applicable):	N/A
Project Timeline:	January 2006 – December 2006
Sponsor:	Kate Leone
Contact:	Ken Carlstedt
Primary IT Goal:	Risk Management

Summary:

The purpose of the DNRP Water & Land Resources Division-Environmental Lab equipment replacement plan is to provide replacement funding for the Water & Land Resources Division information systems infrastructure that is located at the Environmental Laboratory. The plan's goal is to keep information systems operating at the levels needed to meet current and projected business needs. Ongoing execution of this equipment replacement plan is critical to the continued operation of the Environmental Laboratory and a key factor in the ability of the Lab to be a regional service provider.

The plan identifies replacements for: desktop and notebook PC's; database, file and application servers; backup and storage devices; and peripheral devices like printers and projectors.

DOT: Information Systems Preservation

Fund # / Dept #:	3641/DOT Transit
Project # (if applicable):	432345
Project Timeline:	Ongoing
Sponsor:	Larry Calter
Contact:	Libby Krochalis
Primary IT Goal:	Risk Management

Summary:

The purpose of the Information Systems (IS) Preservation Program is to provide replacement capital funding for Transit's information systems infrastructure. Asset Maintenance is a Transit capital priority. The program's goal is to keep information systems operating at the service levels needed to meet current business needs. The primary service level criteria are capacity (storage, network connectivity), performance (memory and processing power) and supportability/business continuity (both hardware and software).

The project funds replacements and upgrades for: database, file and application servers; applications and operating systems, backup and storage devices, and switches and other LAN equipment. This project does not include communications or WAN equipment.

System replacements often lower operating costs by eliminating legacy hardware that have expensive vendor maintenance contracts, by allowing consolidation of existing servers, or by upgrading operating systems to versions that are vendor supported. The annual maintenance and support contracts for vendor applications often include periodic version upgrades. While there is an increased annual cost to these vendor applications, this project includes a reduction in planned capital expense to upgrade applications.

Existing Project Status:

This program has been in place for 9 years and is on going.

Overall, Transit is concentrated on Digital Unix and Windows operating systems. In 2005 Transit will replace domain controllers as part of a Countywide migration to active directory, and replace a tape library system. Replacement of Digital Unix database and application servers along with associated storage will occur during 2005 and 2006. 16 other servers are planned for replacement in 2005 and 2006.

Application upgrades/ replacements that will be completed in 2005 are Etrack Replacement and GIS to NT migration. Replacement of the Power and Facilities Work Order System and upgrade of Network Management Tools will occur during 2005 and 2006. Requirements and alternatives analysis to replace the Vanpool Information System will begin in 2006.

Key Success Factors:

- Keep information systems infrastructure operating at the service levels needed to meet current business needs.
- Upgrade to vendor supported versions of hardware, software and operating systems to maximize stability and minimize support staff effort.
- Develop separate production and backup/test environments for servers to maximize stability.

DOT: Personal Computer Replacement

Fund # / Dept #:	3641/DOT Transit
Project # (if applicable):	432279
Project Timeline:	January 2006 – December 2006
Sponsor:	Larry Calter
Contact:	Romell Reed
Primary IT Goal:	Risk Management

Summary:

The PC Replacement project funds the replacement of personal desktop computers, laptops and peripherals (printers/plotters/projectors) when the age of the equipment exceeds the service life or the equipment is no longer able to perform the original function.

Replacement work is performed by King County Metro staff. The Transit PC Replacement uses the Countywide equipment contract being established for the purchase of PCs and laptops. Current asset life is 4 years for personal computers and laptops, 5 years for network printers and 4-6 years for peripherals such as plotters and specialized printers. Replacement machines come with operating systems but not Microsoft Office, since KCM already has sufficient Microsoft Office licenses. Migration to Microsoft XP Operating System will be 75% complete by the end of 2005. Fewer printers are planned for replacement, as more needs are being met by leased copy/printers. PC and laptop standards are set and revised by ITS.

DOT: Radio/AVL Replacement

Fund # / Dept #:	3641/DOT Transit
Project # (if applicable):	432466, 432689
Project Timeline:	2001-2009
Sponsor:	Larry Calter
Contact:	Hai Phung, Dan Overgaard
Primary IT Goal:	Risk Management

Summary:

This project is a life cycle replacement of a mission-critical voice and data communication system for Metro Transit. In 2004, this system supported over 531,000 radio calls related to more than 61,000 events requiring emergency or supervisory response.

The expected outcome is a complete replacement of a wide-area radio system with voice and data communications for Transit stakeholders, operating on newly allocated 700-MHz radio spectrum. A smooth transition to production will result in minimal communications disruptions for Transit operations. Implementation includes some challenges such as securing adequate radio tower sites within heavily urbanized King County and ensuring the proper integration of radio interfaces with other projects on-board the transit fleet and in the new Communications Center.

Existing Project Status:
- Vendor proposals for both the radio and AVL portions of the project are still under review and a final contract price has not been determined. Ongoing maintenance costs are being evaluated as part of the vendor proposals.
- The regional 700 MHz Plan is moving forward and should be approved during the first quarter of 2006.
- Lease negotiations with radio site owners are proceeding. Site design and permitting process for remote radio sites is planned to begin in late 2005.

Key Success Factors:

- Replace a radio communications system and provide 95% coverage for scheduled bus routes and terminals within the Metro Transit service area in King County
- Provide a new system that meets current technology standards and applicable FCC requirements.
- Replace the radio system before communication with bus drivers experiences major interference due to new FCC regulations and failure of existing radio units.
- Integrate equipment with OBS and Smart Card projects.

DOT: Regional Fare Coordination System

Fund # / Dept #:	3641/DOT Transit
Project # (if applicable):	432278
Project Timeline:	1996-2008
Sponsor:	Kevin Desmond
Contact:	Dan Overgaard
Primary IT Goal:	Customer Service/Access

Summary:

The purpose of this project is to implement a single common fare collection system for bus, rail, ferry and vanpool travel in the Central Puget Sound. King County is one of seven regional partners on this project. The others are Sound Transit, Community Transit, Pierce Transit, Everett Transit, Kitsap Transit and Washington State Ferries. The system will provide for "seamless" transfers among modes and systems, expand each agency's fare policy and ridership incentive capabilities, support accurate revenue reconciliation and daily financial settlement among the seven partners, and introduce new levels of customer convenience. Additionally, the system will introduce internal county business practice improvements related to fare media sales reporting, ridership reporting, and general accounting. The system will also include new ad hoc and predefined performance reporting and provide data that can be integrated with that of other systems such as Automatic Passenger Counters or Automatic Vehicle Location.

The current system of fares is being tasked to support increasingly complex fare policies while the business processes and technical sophistication of the support systems remain essentially unchanged. In addition to Puget Pass, programs such as the Area Wide Flexpass, Puget Pass transfer upgrades, Human Service/Job Seeker innovations and other initiatives bring an increased need for accurate data to support equitable and effective pricing schemes along with the ability to cancel invalid passes. Using smart cards will replace about 300 types of existing fare media and provide more accurate and timely revenue reconciliation. Additionally, the new smart card system will introduce more comprehensive standard and ad hoc reporting capabilities that will be a valuable management tool for performance monitoring as well as improved marketing and planning efforts.

The RFC Project is a multiple agency project that is using a combination of contracted, internal, and regionally shared resources. A vendor has been contracted to develop, install and operate the system. A consultant is under contract for technical services. King County has an internal project manager and technical support for design review and implementation support. A broad range of stakeholders is participating in the design phase. Beta Testing will involve a large number of King County employees in Operations, Vehicle Maintenance and Customer Services.

Existing Project Status:

This project is in the implementation phase. Notice to proceed was issued to the vendor in April of 2003 and an inter-local agreement for implementation signed by the 7 regional partners at that time. Conceptual and Preliminary Design Review were completed in 2004. Final Design Review was completed in fall 2005 and System Integration Testing will occur in early 2006. A BETA test at one transit base will occur in the summer of 2006. Equipment will be installed system-wide during the rest of 2006 and 2007, with full system acceptance planned for early 2008.

Key Success Factors:

- Increase ridership and customer convenience by providing fare media that is convenient to purchase and use, and can reduce customer security concerns.
- Improve the accuracy and timeliness of regional revenue reconciliation and regional and local data collection.
- Reduce operator/customer fare disputes; reduce the volume of physical cash and paper tickets.
- Reduce maintenance of fare equipment
- Reduce passenger-boarding times.
- Increase the number of employer program participants
- Develop system administrative policies and procedures to promote consistent customer service practices among the partner agencies
- Implement contact-less, smart card technology for fare payment
- Integrate equipment with On-Board Systems and the Radio AVL system

DJA, KCDC & KCSC: Joint Court Strategic Technology Plan Development

Fund # / Dept #:	3771/0540
Project # (if applicable):	377179
Project Timeline:	January 1, 2006 – December 31, 2006
Sponsor:	Paul Sherfey, Barbara Miner, Tricia Crozier
Contact:	Cathy Grindle, Teresa Bailey, Linda Ridge
Primary IT Goal:	Accountability/Transparency

Summary:
This project would develop a joint strategic technology plan between Superior Court, Judicial Administration, and District Court while acknowledging the individual business needs of each entity. Where possible, the plan would outline projects that could be done jointly for greater efficiencies and possible cost savings.

Existing Project Status:
New Project.

Key Success Factors:
The adoption of a joint strategic technology plan by each entity.

DJA: Drug Diversion Court Data Base and E-filing System

Fund # / Dept #:	3771/0540
Project # (if applicable):	377180
Project Timeline:	January 2006 – December 2006
Sponsor:	Barbara Miner
Contact:	Teresa Bailey/Mary Taylor
Primary IT Goal:	Risk Management

Summary:
The King County Drug Diversion Court (drug court) provides drug treatment to eligible defendants through contracts with various community-based, chemical dependency treatment agencies. The drug court is in need of a professional, high-performance database of dependable, accurate data that is accessible to more stakeholders, is more full-featured, is easier to extract useful data from and is more flexible and scalable than the current methods.

Existing Project Status:
New Project.

Key Success Factors:
- The implementation of this system will greatly enhance judicial decision making by providing accurate data that is quickly accessible when needed to determine appropriate court actions.

- Current manual methods of tracking information will be discontinued. The judge and court staff will rely on the information being provided by the system, instead of information being stored on 3 x 5 index cards and being received via fax from various agencies. This decreases the chance for: information getting lost or not being available when needed; decisions being made without critical information; and the need to have additional hearings while waiting for information to be received.

- Program management and ongoing evaluation of the program will be facilitated by access to reliable, valid data. Reports generated for stakeholders and funders will be accurate and dependable and may result in increased funding for King County Drug Court. Program management will identify trends, correlations between services and outcomes resulting in improved program effectiveness.

DJA: Expansion of E-Commerce

Fund # / Dept #:	3771/0540
Project # (if applicable):	377186
Project Timeline:	January 1, 2006 – September 30, 2006
Sponsor:	Barbara Miner, Director
Contact:	Teresa Bailey
Primary IT Goal:	Customer Service/Access

Summary:

The Department of Judicial Administration (DJA) presently offers e-commerce to its customers, only in connection with its e-filing application. DJA wishes to offer other services over the internet, for a fee. It would not make sense to offer on-line services, without also offering the option of on-line payment of the associated fees.

DJA offers an array of services to the public which must be paid for in advance. Presently, customers must either come in to one of the court locations to request and pay for these services, or they can request and pay for them via the mail. By the time a mail exchange has been completed, a simple request for copies most often takes several weeks, and often much longer. Requiring customers to come in to the courthouse just to purchase a few copies is overly burdensome, especially when an e-commerce solution is so readily available.

Existing Project Status:
New Project.

Key Success Factors:
- Volume of non-e-filing e-commerce transactions
- Reduction in mail-in request
- Reduction in uncompleted requests for lack of full payment

DJA: IT Security Enhancement Project

Fund # / Dept #:	3771/0540
Project # (if applicable):	377181
Project Timeline:	January 1, 2006 – December 31, 2006
Sponsor:	Barb Miner - Director, Department of Judicial Administration and Superior Court Clerk
Contact:	Teresa Bailey
Primary IT Goal:	Risk Management

Summary:

The Department of Judicial Administration (DJA) wishes to enhance technology security. DJA seeks to fully measure and evaluate IT security risk for existing systems, demonstrate due diligence and consistency in the application of security procedures, uniformly evaluate the security implications of proposed in-house or vendor-developed systems, or thoroughly participate in enterprise security initiatives. This project will result in an IT security plan for DJA, infrastructure and operational improvements, and point solutions to address specific needs.

Existing Project Status:
New Project.

Key Success Factors:
Key success factors for this project include staffing, budget, communications, and control of scope. Key success criteria will include both binary and rated items. Binary items may include development of an Information Technology Security Plan that meets industry standards and County guidelines, completion of risk and consequence assessments for public facing systems, and definition of auditable security procedures. Rated items may include results of audits for implemented systems.

KCDC: Phone System Upgrade

Fund # / Dept #:	3771/0530
Project # (if applicable):	377182
Project Timeline:	January 2006 – December 2006
Sponsor:	Tricia Crozier
Contact:	Cathy Grindle
Primary IT Goal:	Customer Service/Access

Summary:
Due to budget cuts in 2002 resulting in a staff reduction of 60 FTEs, King County District Court (KCDC) routed all incoming customer phone lines to a central number and reallocated 6 staff positions originally dedicated to only answering phones. While additional several staff positions have been reallocated in the years since 2002 to the call center, currently there are 11 staff answering phones, it is in no way comparable to pre-2002 service levels. Citizens and customers find contacting district court a challenge. The result has been decreased access by the public to district court, long wait times for citizens, and frustration.

The goal of this project is to enable District Court to provide effective and efficient phone service to the citizens of King County. This goal has been validated in our 2005 Operational Master Plan. To attain the goal, District Court will hire a consultant that specializes in telephone solutions to assist in developing a solution, purchasing equipment to support the solution and implementation of the new software.

This project will increase service levels both to citizens and to other agencies needing to contact the court. It will offer reduced wait times, greater access to court staff, and additional methods for self-service. In particular, it will offer information in multiple languages to better serve the citizens of King County.

District Court will make every attempt to utilize software that can be utilized by Superior Court and Department of Judicial Administration at a later time.

Existing Project Status:
New Project.

Key Success Factors:
- High positive customer response. Customer response would include District Court, Superior Court, DJA, and the public of King County. This would be measured by:
    - The number calls tracked, as well as the number of metrics available
    - Calls routed quickly
    - Reduced wait times, compared to the existing system
    - Number of dropped call
    - Ease of use by the customer
    - The number and quality of multiple languages offered
- Implementation costs are low.
- Operational costs are low.

- The system is up 24 x 7.
- The system is maintainable by IT staff

KCSC: Harborview Medical Center (HMC) Video Conferencing

Documentation was not provided for this project during the IT governance budget process. The following project description was provided to the Office of Management & Budget during their budget review.

This project, if funded, will be subject to the information technology governance oversight process, including phased funding release review and approval and monthly monitoring by the Project Review Board.

Summary:
The Harborview Medical Center (HMC) Video Conferencing project provides video conferencing capability to interview court participants held at Harborview Medical Center. The project would install remote video courtroom capability at the Superior Court currently located in Harborview Hall at the Harborview Medical Center. The project includes video conferencing equipment (video screens, cameras, audio) and necessary cabling (fiber optic and electrical power).

OIRM: Agency Technology Plans

Fund # / Dept #:	3771/5471
Project # (if applicable):	377172
Project Timeline:	January 2006 – December 2008
Sponsor:	David Martinez
Contact:	Jim Keller
Primary IT Goal:	Accountability/Transparency

Summary:
Information technology management in King County is distributed throughout the agencies. Individual agencies need technology plans to align their technology investments and operations with their agency business plans and to align with the countywide strategic technology plan.

This project would provide training to the agencies to assist them in developing and managing from their agency technology plans.

Existing Project Status:
New Project.

Key Success Factors:
Agencies will understand how to develop and update their technology plans, and every agency will have a technology plan.

OIRM: Countywide IT Asset Management

Fund # / Dept #:	3771/5471
Project # (if applicable):	377123
Project Timeline:	2004 - 2006
Sponsor:	David Martinez
Contact:	Kay Edmiston
Primary IT Goal:	Accountability/Transparency

Summary:
Several agencies have implemented asset inventory software to assist in managing their IT assets. IT equipment replacement guidelines have been developed and approved for use, and many agencies have developed equipment replacements plans for their IT assets. Agencies have submitted 2006 budget requests for planned replacement of IT assets. There is currently no consolidated inventory of all county IT assets. An accurate, all-inclusive picture of the types, location, and versions of IT hardware and software is a foundational requirement for managing assets and making investment decisions.

This project will produce countywide asset management policies, guidelines and standards covering the reporting and management of IT assets. This project also has a technology component that in 2006 will consolidate IT asset information provided by agencies and deliver a countywide summary report of all technology assets.

The scope of this project includes
- Development, approval and activation of countywide IT asset management (ITAM) guidelines, policies and standards

- Selection and management of a vendor to develop and implement the technical solution that will collect, consolidate and report IT asset information from the various agency systems or processes. The solution will include functions for data refresh or update to enable ongoing reporting of countywide IT asset information.
- Establish the on-going operation of the technical solution so that agencies provide inventory data on a reasonable and known schedule and are provided reports to assist them with equipment replacement and annual technology plans.
- Determination and implementation of performance measures of the effectiveness of this project (post project, one time metrics) and the on-going operation of the solution.

Excluded from the Scope of this project
- The technical solution will not include system functions to manage the life cycle of IT Assets. Such functionality is assumed to be provided by agency level ITAM systems or processes. Life cycle activities typically include equipment order, maintenance, disposal, refresh planning, etc.
- The technical solution is not intended to interface IT asset data to the Fixed Asset system (IVIS). Agencies will not need to change their current methods of providing asset data to IVIS.

Relationship of this project to other IT asset management projects or systems:

A separate ITAM project is being launched by ITS in 2005. The ITS project will evaluate and select an IT asset management system to manage the life cycle of assets under the management of ITS, such as servers in the data center, and KCWAN network equipment (routers, switches, domain controllers, etc). ITS plans to release an RFP seeking a vendor provided system for asset management and auto discovery of network connected IT assets. Requirements for the solution selected by ITS include comprehensive asset reporting features and an interface of asset data to the fixed asset system.

The Countywide ITAM project and the ITS asset management project fit together in the following way: A number of agencies currently have asset management systems in place (e.g. DNRP, DOT, DPH) to manage the life cycle of their IT hardware and software. Agencies have implemented systems from different vendors, using different technology platforms and data formats. ITS will implement their new IT asset management system to manage the life cycle of hardware and software deployed in KCWAN, the central data center and other IT assets managed by ITS.

As part of this project, the ITAM policies and standards will guide agencies to conduct regularly scheduled IT asset inventory assessments and provide IT asset data to the countywide project. The data from the ITS system and from other agencies will be consolidated and countywide IT asset reports will be produced. All agencies will need to provide IT asset data, whether the agency uses an asset management system or merely captures their information in spreadsheets

Existing Project Status:
This project has created drafts of countywide asset management policies and guidelines. Active progress on the project has been suspended during collaboration with ITS and other agencies for the RFP and selection of an IT asset life cycle management system. Finalization of the policies and guidelines will occur after the drafts are amended to work effectively with the IT asset life cycle management system that is currently under evaluation. Project activities related to countywide asset reporting will begin once the tool is implemented and related policies/guidelines are finalized.

Key Success Factors:
Project success will be measured by approval and implementation of each specified policy, guideline and standard. Implementation of the repeatable method for consolidating countywide IT Asset information is also a Key Success Factor. The outcome measures will be:
    1) publishing of the approved policy items and
    2) distribution of the periodic consolidated asset reports.

OIRM: Electronic Data Retrieval

Fund # / Dept #:	3771/5471
Project # (if applicable):	377170
Project Timeline:	2006 - 2008
Sponsor:	David Martinez
Contact:	Jim Keller
Primary IT Goal:	Efficiency

Summary:
King County agencies receive Public Disclosure Requests on a regular basis. When information was maintained exclusively on paper, it was relatively simple to fulfill the requests by making copies of the documented information and sending the information to the requester. Today, much of the information is stored electronically, making retrieval of documents and data more complex.

King County Code 2.12.090 and 2.1402 provides that all county agencies will make copies of public records available to the public in accordance with state law. RCW 42.17.320, as revised in 2005, requires that a response to records requests be made within five business days of receipt, to either provide the information, provide a date when the information will be available, or deny the request. Meeting this timeline can be difficult without improved search capabilities.

This project will identify the business access rules for data retrieval for public disclosure requests. The project will identify policy implications, if any, and will make a recommendation to the King County Executive regarding what will be required to implement the business access rules.

Existing Project Status:
New Project

Key Success Factors:
Project success will be measured by the successful completion of:
1) Documented business access rules
2) Policy changes/impacts identified
3) Recommendation report to the King County Executive

OIRM: Information Security and Privacy Program

Fund # / Dept #:	3771/5471
Project # (if applicable):	377121
Project Timeline:	March 2003 – December 2006
Sponsor:	David Martinez
Contact:	Sharon Glein
Primary IT Goal:	Risk Management

Summary:
The Information Security and Privacy program began in 2003 with the goal of securing county information and systems by making employee security and privacy protection roles clear, providing for training and awareness, and implementing policies, procedures, and improvements. The expectation was that (1) employees would know their roles and duties related to information technology security and protection of privacy rights, and (2) policies, standards, and improvements would be in place to address information technology security and privacy rights protection deficiencies (for example, compliance with HIPAA regulations and responding to Homeland Security).
- Through training courses and policies, employee roles for security and privacy are being made clear.
  - o Sixteen different security and privacy training courses each have been offered since fall 2003. All agencies have participated in training, with more than 1,300 attendees.

- o Three information security privacy policies were adopted by technology governance in 2004 and early 2005.
- o The chief information security and privacy officer position was created and filled in 2005.
- Security improvements are also being addressed through best practices and standardized tools:
  - o A security advisory report geared towards improvements in people, processes and technology was provided agencies in 2005.
  - o Security tools have been selected for deployment by agencies in 2005-2006.

Significant progress has been made in reaching these goals, but there is more to be done than originally envisioned. In 2006, the Information Security and Privacy program plans to select and implement security compliance, management, monitoring and reporting systems; continue deploying tools, providing trainings, developing and implementing policies, standards, guidelines and methods; and complete corrective actions to address identified risks and liabilities pertaining to sensitive information.

Existing Project Status:

Accomplishments to Date
- A consultant reviewed the county's information security and privacy posture and identified recommendations.
- A model for an information security organization was developed, and a new position for the chief information security and privacy officer was funded for 2005.
- The enterprise information security policy, countywide information privacy policy, a countywide privacy notice and a password management policy were approved by the CIO. A framework for additional information security and privacy policies was defined.
- Information security vulnerability training was provided to technical staff; information security and privacy awareness classes have been offered monthly beginning July 2004.
- Information security tools were researched and several tools were tested in an isolated test lab environment.

2005 Work in Process
- Oversee agency work effort to fix known critical information security deficiencies – one agency has some work remaining.
- Develop plans and take appropriate actions to address information privacy issues to ensure that county assets are safeguarded, utilizing technology when appropriate.
- Continue establishing countywide information security policies, standards, and guidelines identified in the policy framework and oversee the technology governance review process.
- Oversee implementation of the countywide information privacy policy.
- Provide information security and privacy awareness training to all employees and other trainings as appropriate to technical staff and general computer users.
- Begin deploying information security vulnerability tools for use by agency staff and deploy a countywide information privacy tool.

Key Success Factors:
- Number of employees, both new and current, that complete the information security and privacy awareness training program.
- Level of compliance with countywide information security and privacy policies and standards.

OIRM: IT Performance Measurement

Fund # / Dept #:	3771/5471
Project # (if applicable):	377112
Project Timeline:	Q1 2006 – Q4 2006
Sponsor:	David Martinez
Contact:	John Klein
Primary IT Goal:	Accountability/Transparency

Summary:
Performance measurement provides a direct means of knowing whether goals and objectives are being met; through tracking and monitoring critical activities (within a project or operational area) and outcomes (as a result of a project or ingoing operation). Generally accepted performance measurement processes for IT projects will be:
- Identified for key areas that drive project and operational performance (typically comparing actuals to plans).
- Defined and communicated (including measurement techniques and schedules).
- Establish a base point (initial measure) against which to compare the performance of all projects / operations in the future.
- Targeted for improvement (based on supporting initiatives and desired end states).
- Measured consistently (at defined time intervals).
- Communicated (with customers and providers).

This project will identify appropriate project and operational metrics that will be collected consistently throughout the county. It will then implement the processes that will be followed in order to collect all project and operational measurements and roll them up into departmental and countywide totals. Information will then be used as part of the annual technology report and to set target performance levels for projects and operations at a countywide level going forward.

The overall project will align with existing county efforts related to performance measurement.

Existing Project Status:
The existing performance measurement project will re-start in September, with a focus on re-evaluating the current environment and associated needs in order to set overall project scope expectations appropriately related to initial metrics selection and usage.

Key Success Factors:
Critical to success is management understanding, support, and buy-in of the importance and expectations for IT project performance measurement at a county level.

OIRM: IT Project Management

Fund # / Dept #:	3771/5471
Project # (if applicable):	377122
Project Timeline:	September 2004 – December 2008
Sponsor:	David Martinez
Contact:	John Klein
Primary IT Goal:	Risk Management

Summary:
Projects with substantial technology components are becoming the primary means for King County to effect service levels and organizational changes. In this time of tight budgets, ensuring that each project has the highest probability of succeeding is imperative. Training project managers, project sponsors, and project steering committees on best practices related to project management is the most important step in improving overall project performance.

This budget request for 2006 – 2008 is to continue the county wide project management training that is planned to be initially delivered in 2005.

Existing Project Status:
Multiple efforts are underway with the current IT Project Management project. The Technology Qualifications Report is being finalized with training targeted for September and October. The TQR along with other tools are being upgraded and more tightly integrated with existing processes (PRB, Budget). Project manager certification is being defined in order to

ensure that the right level of PM is assigned to a project. Also, training courses are currently being sketched out in order to obtain feedback from through out the county on the volume of staff that should be attending differing types of classes.

Key Success Factors:
Critical to success is management understanding, support, and buy-in of the importance and expectations surrounding project management at a county level. Also key is demonstrated project successes while utilizing the tools and training provided.

OIRM: Law, Safety and Justice Integration Program

Fund # / Dept #:	3771/5471
Project # (if applicable):	377108
Project Timeline:	December 15, 2001 – December 31, 2008
Sponsor:	Norm Maleng; Ron Sims
Contact:	Trever Esko
Primary IT Goal:	Efficiency

Summary:
The mission of the King County Law, Safety and Justice Integration (LSJ-I) Program is to improve the efficiency and management of criminal justice cases, and improve the safety of King County citizens, through the effective and timely sharing of criminal justice information with decision makers and law enforcement officers.

The goal of this proposal is to fund a detailed business analysis and update/modification to the LSJ Strategic Integration Plan that will likely result in additional funding requested in 2007-08. It is expected that an additional $5 million will be needed to perform 4-6 additional integration projects to be identified in the modified strategy.

Existing Project Status:
Accomplishments to Date:
- Develop the Law, Safety and Justice Strategic Integration Plan
- Develop comprehensive business analysis model for interagency operations
- Define comprehensive program benefit model
- Procure and implement a standard integration infrastructure
- Implement the first integrated application - Jail Inmate Lookup Service

2005 Work in Progress:
- Implement improved criminal history access for public safety/law enforcement use (Sept 2005)
- Implement automated data exchange for PAO felony referrals (Nov 2005)
- Implement automated exchange and streamlined operations for jail intake and booking (Jan 2006)

Key Success Factors:
As an analysis effort, this effort will be successful upon the delivery of a new Strategic Integration Plan, and the endorsement of that plan by stakeholders and sponsors.

OIRM: Network Infrastructure Optimization (NIO) - Transition to Integrated Voice, Video, and Data Network

Fund # / Dept #:	3771/5471
Project # (if applicable):	377119
Project Timeline:	January 1, 2003 - TBD
Sponsor:	David Martinez
Contact:	Kevin Fung
Primary IT Goal:	Risk Management

Summary:

This project will guide the transformation of the county's aging and obsolete voice and data network environment into a cost-effective, reliable, and secure network service infrastructure. It is a continuation of the Network Infrastructure Optimization (NIO) Program, which began in 2003. By the end of 2005, the program will have completed the following preliminary activities laying the groundwork for the transformation:

- Assessment and evaluation of the network infrastructure and associated operations
- Short-term mitigation of identified deficiencies and realization of cost savings opportunities
- Verification of potential technology solutions via trials and pilots
- Development of a migration plan

Specific objectives for 2006 include the following:

- Completion of a countywide IP network infrastructure deployment plan that identifies the new integrated voice, data, and video IP network for King County and details the transition.
- Selection of an IP Telephony standard solution for King County via the RFP process
- Migration of up to two business units to IP telephony.
- Continued implementation of the wireless infrastructure.

Existing Project Status:

Accomplishments to Data:

- Completed a Network Assessment and Quantified Business Case by an independent industry consultant.
- Validated consultant recommendations and developed a work plan.
- Pursued cost-savings opportunities that resulted in $612,500 annual cost reduction.
- Created the King County Public Access Network (KCPAN) to provide wireless Internet access at selected King County facilities.
- Enabled public wireless Internet access via the KCPAN at 8 King County sites, including two county parks.
- Obtained detailed information on potential IP Telephony solutions via the RFI process.
- Established a network change management board and a network policy and standards committee.

2005 Work in Process

- Complete contract improvement for Centrex service.
- Improve the cost-efficiency of the county's voice network through a combination of improved circuit routing, Centrex over Alternate Facilities (COAF), and elimination of leased circuits.
- Develop a master plan for a King County integrated voice, data, and video IP network. It will include:
  - o A Wireless Strategic Plan
  - o Countywide wireless deployment plan.
  - o A plan for the transition to Voice over IP (VoIP)
- Expand public wireless service to 10 additional sites.
- Conduct VOIP proof-of-concept trials to validate selected RFI responses.
- Develop a business case / ROI model for the deployment of IP telephony within King County
- Establish network security standards.

Key Success Factors:

- Setting realistic expectations for cost savings and ongoing resource requirements, based on a sound business case analysis
- Having sufficient funds and county management support to support the project objectives

PAO: IT Equipment Replacement

Fund # / Dept #:	3771/0500
Project # (if applicable):	N/A
Project Timeline:	January 2006 – June 2006
Sponsor:	Norm Maleng
Contact:	David Ryan
Primary IT Goal:	Risk Management

Summary:

Out of the PAOs 507 desktop PCs, 224 remain from the large batch of "Master Computer" machines King County purchased and distributed over 5 years ago. They fall below the recommended standard for the King County Superior Court's Electronic Court Records (ECR) application. That standard is a Pentium 4 or equivalent processor and 256 MB of RAM. Every Division of the PAO is highly dependent on court record access, which is no longer available outside of the ECR application. That dependency will only increase as the Superior Court moves into electronic filing and as the District Court proceeds with its own ECR application. In the meantime, as the "Master Computer" machines continue to age, they require increasing maintenance and repair resources.

KCSO: Inventory Tracking & Asset Management

Fund # / Dept #:	3771/0200
Project # (if applicable):	377183
Project Timeline:	January 2006 – April 2006
Sponsor:	Chief Denise Turner
Contact:	Macara Underwood
Primary IT Goal:	Accountability/Transparency

Summary:

This project is a plan to upgrade the Sheriff's Office existing Inventory & Help Desk software environment for inventory/asset tracking, workload, and technical support accountability.

The current software solution must be replaced as it is obsolete, and is incompatible with the new Active Directory/Windows Server 2003 environment. The project requested software synchronizes end user data automatically with Active Directory and automatically turns end user e-mail requests and intelligent network device requests into work orders. It also tracks and reports trends with possible problem hardware, warranties, and support statistics.

By implementing this project and deploying the requested software solution, we will be able to identify:
1. The health and reliability of networked computers, printers and copiers.
2. End-user downtime and potential need for training on specific applications.
3. Support staff response time & resolution of work orders.
4. Weak areas needing improvement and service and satisfaction successes.

Existing Project Status:

New Project.

Key Success Factors:

- More accurate asset tracking & management of hardware/software.
- Ease of use for technical staff.
- User satisfaction with improvements in problem history & tracking.
- Tech Staff accountability coupled with performance measures & SLA's.
- Accurate repository of software and licenses owned.
- Automatic collection of hardware data.
- Removal of NT4 based systems from production environment
- Interoperability with Windows 2003 Forest environment

KCSO: IRIS/TESS Short-Term Stabilization

Fund # / Dept #:	3771/0200
Project # (if applicable):	377185
Project Timeline:	April 2006 through December 2006
Sponsor:	Chief Denise Turner
Contact:	Kelly Furner
Primary IT Goal:	Risk Management

Summary:
IRIS and TESS need to be assessed, however, we may not be in the position to aggressively pursue replacement (or major design changes) in 2006. As we move towards replacement or re-write, steps will need to be taken in the short-term to extend these systems' useful lives. We will work to reduce the urgency and thoroughly assess what the new system must include, what it will cost, and how it can be successfully implemented. Regardless of the eventual long-term goal, we will need to implement some changes to these systems. Such changes will be focused on correcting critical bugs, further stabilizing the applications and extending functionality if required. By making this investment now, we will be able to avoid costly emergency fixes and delays as we pursue replacement or rewrite activities.

Existing Project Status:
New Project.

Key Success Factors:
Success will be measured through accomplishment of project milestones and through a series of controlled operational tests, including:
- Re-engineering replication process to utilize XML data transport.
- Modifying subscription process to support shared extracts.
- Modifying security model from workgroup files to network and table-driven security.
- Performing system integration with LSJ-I Automated Booking and Referral process.
- Defining and implementing digital certificate support.
- Conducting performance tests over high-speed LAN and wireless signals.
- Additional factors will be developed, dependant on the analysis study and department requirements identified.

APPENDICES

The Following Table represents a list of projects that have applied for Homeland Security Grants. If the proposals for these grants are accepted, the projects will follow the normal information technology governance oversight process. The grant proposals have not been included in the 2006 Proposed Technology Business Plan at this time.

Agency	Project Name
OIRM	Cyber Security Identity Management
OIRM	Cyber Security Training
OIRM	Grant Business Continuity
OIRM	Grant IT Asset Management
OIRM	Tabletop & Simulation Alternate Data Center

Agency	Project Name	Project Benefit Alignment	Type	Recommendation	CIO Condition
DAJD	DAJD Five-year Technology Plan	Accountability/Transparency	Business Case/Study/Plan	Recommended w Condition	PRB funding release not required. Submit copy of the Five-year Technology Plan to the PRB upon completion.
DAJD	Detention Billing Information System	Efficiency	Existing Implementation	Recommended w Condition	Submit a Quality Management Report to PRB (Q2-2006) on current state of the project.
DAJD	KCCF Structured Wiring	Risk Management	New Implementation	Recommended w Condition	PRB approval of approach and direction prior to any expenditures.
DCHS	Crisis and Commitment Services Efficiency Project	Efficiency	New Implementation	Recommended w Condition	Provide an updated business case with relevant TQR information to the Project Review Board in Q1 2006
DCHS	Data Integration	Efficiency	Business Case/Study/Plan	Recommended w Condition	Provide an updated business case with relevant TQR information in Q1 for project direction prior to any expenditures.
DCHS	Vets Information System	Efficiency	Existing Implementation	Recommended w Condition	Brief PRB explaining additional expenditure request for 2006
DCHS DDD	DCHS DDD Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DCHS OPD	DCHS OPD Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DCHS OPD	Independent Technology for OPD Contractors	Risk Management	New Implementation	Recommended w Condition	Provide an alternatives analysis with emphasis on risk assessment and mitigation in Q2-2006 to the PRB for consideration for approving next steps.
DCHS_CSD	DCHS_CSD Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DCHS_MHCADS	DCHS_MHCADS Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DDES	Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DES Finance	Benefits Health Information Project	Public Access/Customer Service	Existing Implementation	Recommended w Condition	Submit a Quality Management Report to PRB (Q1-2006) on current state of the project.
DES-Admin	Administration - 2006 Accountable Business Transformation	Efficiency	Existing Implementation	Recommended w Condition	Provide a briefing to the PRB in January 2006 of 2005 accomplishments and the 2006 alignment of scope, schedule, and budget.
DES-E911	E-911 - Database System Upgrade	Public Access/Customer Service	Existing Implementation	Recommended w Condition	Provide an alternatives analysis in Q1-2006 for PRB approval prior to any contract agreements with vendors.
DES-ITS	Data Center Move Pre-Planning	Risk Management	Business Case/Study/Plan	Not Recommended	
DES-ITS	Enterprise-Wide IT Infrastructure Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DES-ITS	PC Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DES-ITS	Voicemail Replacement Project	Risk Management	New Implementation	Recommended w Condition	Provide an updated business case with relevant TQR information to the Project Review Board in Q1-2006
DES-REALS	e-REET	Public Access/Customer Service	New Implementation	Recommended w Condition	PRB approval of approach and direction prior to any expenditures
DES-REALS	REALS - Electronic Records Management System	Public Access/Customer Service	New Implementation	Recommended w Condition	Provide an updated business case with relevant TQR information to the Project Review Board in Q1 2006
DJA	Customer Centric Electronic Services	Public Access/Customer Service	New Implementation	Recommended w Condition	1) Align the project approach to the OMP and the proviso response to consolidated administrative functions. 2) Provide an updated business case with relevant TQR information to the Project Review Board in Q1 2006
DJA	Drug Diversion Court Data Base and E-filing System	Risk Management	New Implementation	Recommended w Condition	Provide an updated business case with relevant TQR information to the Project Review Board in Q1-2006
DJA	Expansion of E-Commerce in the Department of Judicial Administration	Public Access/Customer Service	New Implementation	Recommended w Condition	Submit a Quality Management Report to PRB (Q1-2006) on current state of the project.
DJA	IT Security Enhancement Project	Risk Management	Existing Implementation	Recommended w Condition	PRB approval of approach and direction prior to any expenditures
DJA, KCDC, KCSC	Joint Technology Strategic Plan	Accountability/Transparency	Business Case/Study/Plan	Recommended w Condition	Provide PRB with strategic and joint technology plan when complete and schedule PRB briefing to discuss plan. No Phased funding is required for project
DNRP	Constituent Relationship Management	Public Access/Customer Service	Existing Implementation	Recommended w Condition	Brief or submit report to PRB describing resolution of issues in 2005 concerning Active Directory prior to any spending of the 2006 expenditures
DNRP	Director's Office-Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DNRP	GIS Center Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DNRP	Natural Resources-Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DNRP	Parks-Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DNRP	Solid Waste Division Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*
DNRP	Westpoint-Equipment Replacement	Risk Management	Equipment Replacement	Recommended *	*

Agency	Project Name	Project Benefit Alignment	Type	Recommendation	CIO Condition
DOT	Information Systems Preservation	Risk Management	Existing Implementation	Recommended w Condition	Provide justification for equipment replacement to PRB prior to any expenditures
DOT	PC Replacement	Risk Management	Equipment Replacement	Recommended w Condition	Provide justification for PC equipment replacement to PRB prior to any expenditures
DOT	Radio/AVL Replacement	Risk Management	Existing Implementation	Recommended w Condition	PRB briefing in Q1 2006 to discuss Scope, Schedule, and budget alignment
DOT	Regional Fare Coordination	Public Access/Customer Service	Existing Implementation	Not Recommended	
KCDC	Electronic Filing	Efficiency	New Implementation	Recommended w Condition	Submit a Quality Management Report to PRB (Q2-2006) on current state of the project.
KCDC	Phone System Upgrade	Public Access/Customer Service	New Implementation	Recommended w Condition	1) Provide an updated business case with relevant TQR information to the Project Review Board in Q1-2006. 2) Provide an alternative analysis to the PRB for approval prior to vendor selection.
KCDC	Public Access Portal	Efficiency	New Implementation	Recommended w Condition	DJA to brief the PRB and demonstrate success of DJA E-Filing project prior to any expenditures on this project.
KCSC	Court Operations Resource Management	Efficiency	New Implementation	Recommended w Condition	1) Align the project approach to the OMP and the proviso response to consolidated administrative functions. 2) Provide an updated business case with relevant TQR information to the Project Review Board in Q1 2006
KCSC	Courts Video Recording System Upgrade	Risk Management	Equipment Replacement	Recommended w Condition	Provide to PRB prior to any expenditures: 1) alternatives analysis 2) Mean Time Between Failure report for last 2 years on the existing video equipment, 3) A comparison analysis of existing maintenance costs with the new equip purchase maintenance costs
KCSC	Juvenile Court Electronic Orders - Expansion	Efficiency	New Implementation	Recommended w Condition	Provide an updated business case with relevant TQR information to the Project Review Board in Q1-2006
KCSC	KCMS Integration w/JIS	Efficiency	New Implementation	Recommended w Condition	1) Align the project approach to the OMP and the proviso response to consolidated administrative functions. 2) Provide an updated business case with relevant TQR information to the Project Review Board in Q1 2006
KCSO	Inventory Tracking & Asset Management	Accountability/Transparency	New Implementation	Recommended	*
KCSO	IRIS/TESS Rewrite or Replacement	Efficiency	New Implementation	Not Recommended	
KCSO	IRIS/TESS Short-Term Stabilization project	Risk Management	Business Case/Study/Plan	Recommended w Condition	Provide an updated business case with relevant TQR information to the Project Review Board in Q1-2006
OIRM	Agency Technology Plans	Accountability/Transparency	New Implementation	Recommended	*
OIRM	Alternative Work Station Replacement	Efficiency	Business Case/Study/Plan	Recommended w Condition	PRB approval of opportunity analysis prior to expenditures
OIRM	Business Continuity	Risk Management	Existing Implementation	Recommended w Condition	Submit a Quality Management Report to PRB (Q1-2006) on current state of the project.
OIRM	Cyber Security Identity Management	Risk Management	Business Case/Study/Plan	Recommended *	*
OIRM	Cyber Security Training	Risk Management	Business Case/Study/Plan	Recommended *	*
OIRM	Grant_Business Continuity	Risk Management	Business Case/Study/Plan	Recommended *	*
OIRM	Grant_IT Asset Management	Accountability/Transparency	Existing Implementation	Recommended *	*
OIRM	Improved Public Access to County Information and Services	Public Access/Customer Service	New Implementation	Recommended w Condition	PRB approval of approach and direction prior to any expenditures
OIRM	Information Security and Privacy	Risk Management	Existing Implementation	Recommended w Condition	Submit a Quality Management Report to PRB (Q2-2006) on current state of the project.
OIRM	IT Asset Management	Accountability/Transparency	Existing Implementation	Recommended w Condition	Coordinate strategy and approach with DES and report results to PRB
OIRM	IT Operations - Performance Measurement	Accountability/Transparency	Existing Implementation	Recommended w Condition	1) Brief PRB on strategy and approach prior to any project expenditures. 2) Brief PRB on plan for O&M responsibility of performance measures prior to any project expenditures
OIRM	IT Project Management	Risk Management	Existing Implementation	Recommended w Condition	PRB approval of certification plan and implementation approach
OIRM	IT Projects - Performance Measurement	Accountability/Transparency	Existing Implementation	Recommended w Condition	Brief PRB on strategy and approach prior to any project expenditures
OIRM	Law, Safety & Justice Integration	Efficiency	Business Case/Study/Plan	Recommended *	*
OIRM	Network Infrastructure Optimization	Risk Management	Existing Implementation	Recommended *	*
OIRM	Retrieval of Data	Efficiency	New Implementation	Recommended *	*
OIRM	Tabletop & Simulation Alternate Data Center	Risk Management	Business Case/Study/Plan	Recommended w Condition	PRB approval of approach and direction prior to any expenditures
PAO	Desktop Equipment Replacement	Risk Management	Equipment Replacement	Recommended w Condition	Provide justification for PC equipment replacement to PRB prior to any expenditures

* CIO conditions described in this report are in addtion to the defined requirements of the Information Technology governance process for King County
All projects included in this recommendation are subject to the Information Technology governance process

These guiding principles provide the policy framework to promote a standard and cost effective approach to delivering and operating information technology to achieve the goals[1] of improving:

- efficiency
- risk management
- customer service & public access to our government
- transparency of and accountability for decisions

1	**Central Review and Coordination of Information Technology**	❖ Information technology investments should be coordinated at a countywide level to leverage development efforts, reduce duplicative costs and ensure compatibility of systems.
2	**Information Technology Enables Effective and Efficient Service Delivery**	❖ Funding approval through the technology governance structure should be based on a sound business case that documents measurable outcomes, including service delivery improvements. ❖ When assessing new software solutions, commercial off-the-shelf software packages that adequately meet the business requirements of the county are preferable to custom developed applications. The county should determine requirements and analyze both operational and financial business cases when evaluating the alternatives of building or buying new software applications. ❖ Information technology investments should be effectively managed and tied directly to service performance results. ❖ Investments in legacy systems should be limited to mandated and essential changes that can demonstrate extending the useful life of the system.
3	**Information Technology Standards**	❖ Hardware, software, and methodologies for management and development should adhere to countywide standards adopted through the technology governance structure. ❖ Hardware and software should adhere to open (vendor independent) standards to promote flexibility, inter-operability, cost effectiveness, and mitigate the risk of dependence on individual vendors, where applicable. The County will proactively define and describe these standards in RFPs and other communications with vendors. ❖ Technology operations and project management should adhere to best practices to ensure consistency, achieve efficiencies, and maximize success. ❖ Technical staff should be provided with appropriate training to ensure effective management of information technology resources.
4	**Access to Information and Services**	❖ Information and services should be provided using web-based technology with standard navigation tools and interfaces where appropriate. ❖ A reliable and secure communication and computer infrastructure should be provided to ensure seamless self-service access to information and services.
5	**Business Process Improvement**	❖ Industry best practices should be applied to optimize business processes. ❖ When implementing commercial off-the-shelf software packages, the county should adopt and implement industry best practices, redesigning business processes as required in order to improve operations, minimize customization and speed the delivery of new business applications ❖ Comprehensive business solutions should be developed across organizational boundaries to cover end-to-end business processes. ❖ Data should be captured once and shared to reduce cost, duplication of effort and potential for error.
6	**Privacy and Security**	❖ The county should adopt and implement an effective privacy policy that articulates the manner in which it collects, uses, and protects data, and the choices offered to protect personal information within the constraints of public disclosure law. ❖ Reasonable, cost-effective measures should be implemented to protect data, hardware and software from inappropriate or unauthorized use, alteration, loss or destruction. ❖ Auditable security measures should be part of the initial architecture and design as information technology solutions are developed and implemented.

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[1] At the September 2003 meeting, the Strategic Advisory Council provided direction to add the goal of Risk Management for categorizing those projects intended to improve security, provide legally-mandated services and basic operations support.

Throughout this report, references to the technology governance are intended to include any or all of the groups defined beginning at KCC 2.16.07582. For the reader's convenience, links to the Office of Information Resource Management web sites that support the technology governance, including the project monitoring and phased funding release review work of the Project Review Board are provided below:

OIRM INTERNET LINK: *http://www.metrokc.gov/oirm/index.htm*

OIRM INTRANET LINK: *http://kcweb.metrokc.gov/oirm/*

OIRM – PROJECT REVIEW BOARD INTRANET LINK: *http://kcweb.metrokc.gov/oirm/ProjRevBoard.htm*

This is a graphical representation of the flow of information into the various tasks and reports for which the technology governance is responsible. For example, while the focus of the Technology Business Plan is on the technology investments in the Executive's budget, it should be noted that the county agency business plans are fundamentally important to support the county in planning for and managing information technology to enable cost-effective delivery of services. The work and reports from the technology governance all build on business plans and policy direction, taking into account the current state of the county's information technology environment.