APPENDIX B – OBJECTIVES DETAILS

Goal #1 - Efficiency

Strategy 1.1 –Transform Common Business Practices

OBJECTIVE 1.1.1 – SUPPORT AND ENABLE THE TRANSFORMATION OF FINANCE BUSINESS PROCESSES
Description
This effort will transform financial business processes throughout the county.
Approach
Streamline, standardize, and integrate finance business processes with countywide practices and systems. This enhances the county's ability to provide more effective and efficient services to King County residents.
Outcome Measures
2010   Finance related benefits are committed to and documented for each department and agency
2011   Countywide finance system, Oracle EBS, available and used countywide
2012   Identified legacy financial systems removed from the mainframe

OBJECTIVE 1.1.2 – SUPPORT AND ENABLE THE TRANSFORMATION OF HUMAN RESOURCES BUSINESS PROCESSES
Description
This effort will transform human resources business processes throughout the county.
Approach
Streamline, standardize, and integrate human resources business processes with countywide practices and systems. This enhances the county's ability to provide more effective and efficient services to King County residents.
Outcome Measures
2010   Begin using PeopleSoft Human Capital Management (HCM) version 9 for countywide use
2010   Human resource related benefits are committed to by departments
2012   Identified legacy human resource systems removed from the mainframe

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

Description

This effort will transform payroll business processes throughout the county.

Approach

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

Outcome Measures

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

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

Description

This effort will transform budget business processes throughout the county.

Approach

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

Outcome Measures

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

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

Description

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

Approach

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

Outcome Measures

2009   Permitting software selected and purchased

2011   Permitting solution implemented and issuing inter-agency permits for initial user group

2012   Permitting solution utilized by additional departments/areas

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

Description

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

Approach

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

Outcome Measures

2009   Transition county to full vote-by-mail processing on all elections

2009   Introduce ballot envelop tracking

2010   Automated handling of voter registration and other mail to elections

2011   Expanded sector utilization by Sheriff (photo ticketing)

2011   Evaluation/recommendation on how to process expected ticketing impact related to 520 tolling

Beyond 2012   More transparent flow of information within justice agencies

Beyond 2012   Encourage regionalization of emerging law enforcement tools

OBJECTIVE 1.1.7 – STANDARDIZE ELECTRONIC RECORDS MANAGEMENT

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

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

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

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

OBJECTIVE 1.1.8 – STANDARDIZE ELECTRONIC DOCUMENT CREATION AND STORAGE

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

Approach

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

Outcome Measures

2010   Collaborative document creation, editing, storage, and viewing tools available for countywide use

2010   Countywide eDocument strategy created including how/when documents can/should function as data repositories

2010   Create plan to increase the utilization of electronic forms and to reduce overall usage of paper forms

2011   Evaluate cloud and other opportunities related to electronic document creation and access

2011   Establish any needed policies/standards/guidelines/processes and/or standard contracts/tools for document management

2012   Pilot any recommendations from evaluation of cloud and other types of electronic document handling

2012   Publish conversion approach/plan to migrate county into compliance with eDocument policies

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

Description

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

Approach

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

Outcome Measures

2010   Construction project management system implemented in FMD

2010   Assess and recommend feasibility of implementing FMD construction management system in additional organizations

2011   Consistent reporting and documentation of construction projects countywide

Strategy 1.2 – Extend and Enhance Mobility Solutions in the Workplace

OBJECTIVE 1.2.1 – EXPAND MOBILE OFFICE TOOLS AND SUPPORT

Description

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

Approach

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

Outcome Measures

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

OBJECTIVE 1.2.2 – PROVIDE RELIABLE REMOTE ACCESS

Description

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

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

Approach

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

Outcome Measures

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

OBJECTIVE 1.2.3 – ENABLE INCREASED INFORMATION SHARING AND COLLABORATION

Description

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

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

Approach

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

Outcome Measures

2009   District Court Knowledge Center replaces existing file sharing utilizing SharePoint

2010   Online collaboration/sharing tool implemented and available to all departments/agencies (SharePoint MOSS 2007)

2010   Departmental utilization of collaboration tools meets year one projections

2010   Evaluate and recommend usage of various social media tools that encourage collaboration focused on accomplishing job functions/tasks

2010   Plan approved for online meeting tool available for all employees to conduct remote meetings

2011   Online meeting tool available for all employees to conduct remote meetings

2012   Online meeting tool available for King County hosted meetings with external participants

2012   Explore/evaluate and report on online presence and communication tools

Strategy 1.3 – Improve IT Operational Maturity

OBJECTIVE 1.3.1 – SUCCESSFULLY EXECUTE IT REORGANIZATION PROGRAM TECHNOLOGY INITIATIVES

Description

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

Approach

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

Outcome Measures

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

OBJECTIVE 1.3.2 – MAXIMIZE THE VALUE FROM NEW DATA CENTER

Description

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

Approach

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

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

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

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

Outcome Measures

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

OBJECTIVE 1.3.3 – IMPROVE INFRASTRUCTURE PLANNING AND EXECUTION THROUGH PORTFOLIOS

Description

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

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

Approach

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

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

Outcome Measures

2009   Standard asset management tool implemented and utilized

2009   Publish initial departmental strategic technology plan in DAJD in alignment with the countywide strategic technology plan

2010 – 2012   Technology portfolios implemented – 2 per year (applications, infrastructure/hardware platforms, data, policies, services, projects)

2011   Portfolio analysis incorporated into planning processes

2011   Standard review process defined/implemented for IT projects that add assets to portfolios

2011   Roads assets consolidated (through new RCAMM system)

2011   Publish additional departmental/agency strategic technology plans in alignment with the countywide strategic technology plan

2011   Automate the collection of hardware and software asset information

2012   Evaluation of future technologies and their impact upon existing portfolios incorporated into annual portfolio reviews

OBJECTIVE 1.3.4 – MOVE FROM PERFORMANCE MEASUREMENT TO PERFORMANCE MANAGEMENT

Description

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

Approach

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

Outcome Measures

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

OBJECTIVE 1.3.5 – IMPLEMENT ENTERPRISE IT RESOURCE PLANNING AND MANAGEMENT

Description

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

Approach

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

Outcome Measures

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

OBJECTIVE 1.3.6 – IDENTIFY AND EXPLORE NEW TECHNOLOGY FUNDING SOURCES

Description

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

Approach

Evaluate, recommend, and implement opportunities that are feasible.

Outcome Measures

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

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

Description

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

Approach

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

Outcome Measures

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

Goal #2 - Customer Service and Public Access

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

OBJECTIVE 2.1.1 – EFFECTIVELY UTILIZE SOCIAL MEDIA

Description

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

Approach

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

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

Outcome Measures

2009   Expanded social media presence (blogs, microblogs, wikis, etc.)
2009   Increase social media presence of Elections
2010   Improve the user friendliness and usefulness of election results information posted to the web
2010   Policies and guidelines implemented for social media usage
2010   Pilot internal usage of tools via Intranet for specific staff functions
2010   Evaluate expansion of social media and external development partnerships for transportation community
2010   Add online crime reporting for citizens
2010   Add initial ePolicing capability for our citizens

OBJECTIVE 2.1.2 – PROVIDE INCREASED SERVICES THROUGH THE INTERNET

Description

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

Approach

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

Outcome Measures

2009   Mandatory electronic filings of specific documents with Superior Court

2009   Online records for District Court cases available publicly (DCoR)

2009   Improve the availability of Kingcounty.Gov hardware and network

2010   Electronic payment for King County Park transactions

2010   Implement public facing online solution for food workers seeking training and permits

2011   Accept inter-agency permit applications online

2011   Consider and recommend how to expand the use of online forms via the Internet to reduce redundant internal data entry due to paper forms

2011   E-payment for inter-agency permit applications available

2012   Implement electronic court records in District Court

Beyond 2012   Kiosks that enable filings/payments at public locations or King County locations open to the public

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

Description

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

*From Wikipedia

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

Approach

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

Outcome Measures

2009   Countywide content management utilized

2009   Expand usage of remote booking and referral filing to Sheriff's Office

2010   Establish service level agreement for Kingcounty.Gov platform (hardware, network, service)

2010   Utilize full featured WEB test environment to test patches and all other changes

2010   Expand 2-way features on Internet

2011   Develop framework for customizable 'my-county' portals

2012   Evaluate opportunities for smartphone applications

Strategy 2.2 - Elevate Customer Service as an IT Operational Priority

OBJECTIVE 2.2.1 – IMPROVE CUSTOMER SATISFACTION THROUGH CUSTOMER SERVICE INITIATIVES

Description

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

Approach

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

Outcome Measures

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

OBJECTIVE 2.2.2 – PERFORM TECHNOLOGY OUTREACH

Description

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

Approach

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

Outcome Measures

2009 Support state broadband mapping and related expansion efforts

2010 Increase I-Net customer base by 10 percent of unused build-out locations

2010 Explore and recommend partnerships with other government entities/consortiums

2011 Program in place to provide retired/usable equipment to underserved communities

2011 Web services provided in multiple languages

2012 Reduce paper sent to unconnected employees

Goal #3 - Transparency and Accountability

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

OBJECTIVE 3.1.1 – REORGANIZE TECHNOLOGY ORGANIZATIONAL STRUCTURES

Description

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

Approach

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

Outcome Measures

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

OBJECTIVE 3.1.2 – REORGANIZE TECHNOLOGY PROCESSES

Description

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

Approach

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

Outcome Measures

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

OBJECTIVE 3.1.3 - REORGANIZE TECHNOLOGY PLATFORMS

Description

Improve the overall effectiveness and utilization of technology platforms.

Approach

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

Outcome Measures

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

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

OBJECTIVE 3.2.1 – PROVIDE PORTAL TO PUBLIC RECORDS

Description

Provide easier access to public records.

Approach

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

Outcome Measures

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

OBJECTIVE 3.2.2 – INCORPORATE PORTFOLIO ANALYSIS INTO TECHNOLOGY DECISION PROCESS

Description

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

Approach

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

Outcome Measures

2010   Analysis and recommendation on project portfolio management tool completed

2011   Equipment replacement plan reviews and purchasing approvals / reviews incorporate appropriate standards

2011   Standard/architecture reviews are held on projects and operations to ensure portfolio compliance

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

Description

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

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

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

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

Approach

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

Outcome Measures

2009   Provide initial policy and guidelines for mobile devices including pagers and cell phones

2010   Provide document repository with collaboration tools and secure access to entire county (SharePoint)

2010   Implement document integration in Law, Safety, and Justice agencies through IDX

2010   Update point-of-sale solution at cash collection Department of Public Health sites

2010   Provide full policy, guidelines and standards for mobile devices including pagers and cell phones

2011   Create strategy for data analysis, analytics, business intelligence, and decisions support

2012   Policies, standards and guidelines on data ownership and security in place

2012   Pilot usage of analytics environment

2012   Plan created for further expansion of analytics environment based on pilot results is approved

Goal #4 - Risk Management

Strategy 4.1 – Infrastructure Preservation and Stewardship

OBJECTIVE 4.1.1 – UPGRADE/REPLACE EMERGENCY RADIO SYSTEM

Description

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

Approach

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

Outcome Measures

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

OBJECTIVE 4.1.2 – MOVE APPLICATIONS OFF MAINFRAME TO LOWER COST PLATFORM

Description

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

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

Approach

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

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

Given these factors, three viable options must be explored:

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

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

Outcome Measures

2010   Recommendation completed with supporting analysis of alternatives, costs, and timeframes submitted

2010   Related funding approved for 2011 budget year

2010   Any quick-hit recommendations fully implemented

2011   Funding consideration – recommendation should also include any quick-hit cost savings that can be achieved prior to full implementation

2011   Begin work on implementing recommended option

2012   Recommended option fully implemented

OBJECTIVE 4.1.3 – UPGRADE I-NET INFRASTRUCTURE

Description

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

Approach

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

Outcome Measures

2010   Finalize technical platform for I-Net upgrade

2010   Identify web monitoring and self-service request requirements of I-Net customers and complete feasibility analysis / recommendation

2011   Core switches are replaced given timely funding approval

2011   Enhanced I-Net services are available

2011   I-Net rate card reflected in service catalogue

2012   Secondary switches are replaced given timely funding approval

OBJECTIVE 4.1.4 – REPLACE TELEPHONY SYSTEM

Description

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

Approach

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

Outcome Measures

2009   Replacement approach/strategy and funding approved

2009   Contract in place with business case/implementation vendor

2010   Business case accepted and approved

2010   Contract in place with implementation vendor

2011   Replace initial PBX site (pilot location) with new telephony technology

2012   Replace additional PBX sites until complete per business case

Beyond 2012   Replace Centrex sites per business case

OBJECTIVE 4.1.5 – MODERNIZE LEGACY APPLICATIONS

Description

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

Approach

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

Outcome Measures

2009   Implement electronic medical records in Jail Health

2010   Replace application supporting Juvenile Justice (JJWEB)

2010   Implement pharmaceutical medical packaging solution for Jail Health Services

2010   Court case management systems (KCMS and CMIS) replaced

2011   Implement transit 700 MHz upgrade

2011   Implement countywide inter-agency permitting system to replace standalone legacy systems

2012   Implement a practice management solution and electronic health record for Public Health clinics

2012   PROMIS replaced

2012   IRIS/Tess replaced

2012   Jail management system replaced

2012   Implement next generation of Automated Fingerprint Identification System (AFIS)

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

Description

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

Approach

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

Outcome Measures

2009   Increase back-ups stored on disk as opposed to tape (utilizing a virtual tape library - VTL)

2010   Annual virtualization plan created to include storage, file and print, back-ups, disaster recovery and business continuity, application hosting, high availability, and other considerations

2012   Modify/eliminate mainframe disaster recovery to reflect migration off mainframe

OBJECTIVE 4.1.7 – EFFECTIVELY INTEGRATE SYSTEMS TO SUPPORT BUSINESS NEEDS

Description

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

Approach

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

Outcome Measures

2009   Expand usage of remote booking and referral filing to Sheriff's Office

2010   Jail/Court/Prosecuting Attorney Office utilizing standard electronic document IDX

2012   Witness records transmitted electronically through witness management system

2012   Expand new integrated permitting system to include additional permit and licensing business areas

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

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

Description

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

Approach

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

Outcome Measures

2009 – ongoing   Conduct ongoing training session on security and privacy

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

Description

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

Approach

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

Outcome Measures

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

Strategy 4.3 – Green IT – Ensure IT Contributes to Reduced Environmental Impact

OBJECTIVE 4.3.1 – ADHERE TO ENERGY STAR AND INTERNAL POWER STANDARDS

Description

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

Approach

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

Outcome Measures

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

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

Description

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

Approach

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

Outcome Measures

2009   Governance meetings available to virtual attendees

2009   Mandatory electronic filing of specific documents with Superior Court

2009   Green house gas reductions measured/reported countywide (Verdiem)

2010   Technology equipment recycle inventory available for re-use of equipment

2010   Governance meeting materials presented in electronic format only – BMC and TMB

2010   Create plan to increase the utilization of electronic forms and to reduce overall usage of paper forms

2011   Technology equipment disposal Executive-wide only through green vendors

2011   Support business efforts targeting sustainability by providing any enabling information technology