



## APPENDIX J – SUMMARY OF PRIOR REPORTS

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

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

A summary of these and other reports follows.

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



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

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