

2012

Technology Business Plan

September, 2011



King County

Information  
TECHNOLOGY

The mission of is... King County Information TECHNOLOGY

Knowledge Collaboration Innovation Teamwork

**Message from the CIO**

***“Our vision is to provide world-class technology services to our customers.”***

I'm pleased to present our 2012 Technology Business Plan. It communicates how our technology strategies and projects integrate with each other and support King County's strategic goals. The technology strategies in this plan are all critical components to accomplish that vision, and are depicted graphically in appendix A, which shares the integration across strategies that is required for us to be successful.

In the short time that I have been here, I have already seen many significant accomplishments that are moving us towards our vision. Some of these accomplishments are:

- Moving a majority of the county's servers to our state-of-the-art data center
- Piloting new product catalog concepts, including agreeing to service levels and related performance measures for each of our services with our customers
- Signing a long term enterprise agreement (EA) with Microsoft which ensures that the same desktop tools can be used by all employees in the county – including office productivity tools and new collaboration and mobility tools like SharePoint, LiveMeeting, Instant Messaging, and Presence
- Launching and maintaining an open data site containing a significant volume of current data

We have been able to make progress while working to establish the Department of Information Technology (KCIT) which was recently formalized in King County's code. Effectively taking advantage of our organizational change from multiple, functionally focused organizations to one, service focused organization will not be quick or easy. We still have a lot of work to do to accomplish our vision.

Our strategies for accomplishing our vision, as described in the following pages, focus on several audiences. Customers are the focus of our E-government, Customer Service, and Regionalization strategies; aligning with one of our core principles to be a service focused organization. King County employees comprise our second focus area which is addressed through Collaboration, Mobility, and Unified Communications strategies. Providing enabling technologies is critical to the countywide efforts around process improvement and employee engagement. Our final area of focus is internal and targets our new IT organization where we need to solidify and strengthen some of our foundational components. Strategies targeting this area include enterprise architecture, cloud computing, technology modernization, and Information Assurance.

Critical to success in all areas is a commitment to execution and continuous process improvement. Recent and ongoing efforts to streamline and improve project execution and oversight as well as operational support will continue to improve our foundation. Even more important to our foundation is an increased priority and reliance on our staff. They are our most valuable asset and we need to empower them by providing appropriate tools, management interaction including clear expectations and direct feedback, and appropriate training on technologies, processes, and soft skills.

By matching our strategies with our core values and driving principles of being a service focused organization, being committed to our customers and citizens, investing in and empowering our staff, and seeking to continually improve our processes; I'm convinced that we can accomplish our vision of becoming a world class technology services provider.

- Bill Kehoe

## Acknowledgements

We would like to thank each of the individuals and the King County Technology Governance Members who contributed to the development of the 2012 Technology Business Plan.

This is an annual plan for the next year's technology 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. A proposed version is transmitted to the County Council with the Executive's proposed budget. The final version incorporates final County Council decisions.

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- Larry Gossett - KC Council
- Sherril Huff - KC Elections
- Kathy Lambert - KC Council
- Barbara Linde - KC District Court Presiding Judge
- Bill Kehoe - KC Chief Information Officer
- Lloyd Hara - KC Assessor
- Susan Rahr - KC Sheriff
- Dan Satterberg - KC Prosecuting Attorney
- Richard McDermott - KC Superior Court Presiding Judge

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- Greg Dietzel - IBM Corporation
- Ronald Johnson - University of Washington
- Stuart McKee - Microsoft Corporation
- Carolyn Purcell - Cisco Systems
- Hugh Taylor - Northrop Grumman Corporation
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- Caroline Whalen, *Executive Services*
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# Goals & Technology Alignment

As reliance on technology in the county continues to increase in 2012, King County Information Technology (KCIT) - which has been a behind the scenes technology management organization, has begun moving to a service delivery organization model to capture efficiencies in the county's core business processes, and provide the advantages of modern technology. In addition, KCIT's ability to understand the business needs of departments, and provide alignment and support of the county's strategic goals has enabled IT to become a strategic business partner, demonstrating measurable value to justify its cost.

This plan identifies how technology supports and enables business improvements, and illustrates the alignment between the technology business plan and the county's strategic plan.

In this section we have indicated which projects directly support the county's four WHAT WE DELIVER goals:



## Justice and Safety

### Support safe communities and accessible justice systems for all

**Juvenile Court: Electronic Social Files** - moving to a web-based, electronic file system means the amount of paper used by the probation department will be significantly reduced and access to social information will be more efficient.

#### *Milestones*

- Detailed business and technical requirements - April, 2012
- Procurement process completed - July, 2012
- Testing and training completed - December, 2012

**Adult & Juvenile Detention: ComCor Technology Stabilization** - creates a system that supports Helping Hands, Community Work, Community Center for Alternative Programs, Work Education Release, and Electronic Home Detention programs.

#### *Milestones*

- Requirements phase - August, 2012
- Design integration - October, 2012

**Department of Judicial Administration: Electronic Court Record (ECR) Replacement** - ECR provides scanning, indexing, docketing and retention of Superior Court filings as well as the electronic document work flow, routing, retention and access activities related to these filings. This project will replace the legacy ECR Core system with a modern maintainable, documented system.

#### *Milestones*

- System development 2/2012
- System Deployment 6/2013

## Health and Human Potential

### Provide equitable opportunities for all individuals to realize their full potential

**Jail Health Services: Digitizing X-Rays** - implements digital X-ray capability to be used for transmitting X-rays electronically for follow-up on inmates receiving orthopedic care at Harborview. This project will reduce the number of inmates transported to HMC as well as associated costs of transporting inmates.

#### *Milestones*

- Vendor selected - February, 2012
- New system roll-out complete - June, 2012

## Economic Growth and Built Environment

Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities

**Assessor: Tablet PC Replacement** - provides appraisers with new, high-performance tablet driven devices that will enable them to collect data in the field on commercial and residential property and enter it directly into the database for real-time assessment analysis.

### *Milestones*

- *Application development - June, 2012*
- *Training - August, 2012*

**Transit: Hastus** - upgrades will provide additional functionality and improved system performance that will benefit both operations and scheduling groups within Transit. An upgrade of the HASTUS system to version 2012 will assist in ongoing compliance with the 2009 Transit Performance Audit recommendations for development and maintenance of schedule efficiency tools and the use of systematic, effective data analysis.

### *Milestones*

- Specifications complete - June, 2012
- BID upgrade accepted - November, 2012
- EPM in production

## Environmental Sustainability

Safeguard and enhance King County's natural resources and environment

**Development & Environmental Services: Permit Integration**- implements an enterprise-class integrated permitting solution that supports the business processes of one-to-many interdepartmental relationships. This project will leverage the Internet to deliver core public services and give King County a competitive edge in the public sector by providing transparent, accessible, efficient, and cost-effective permitting services.

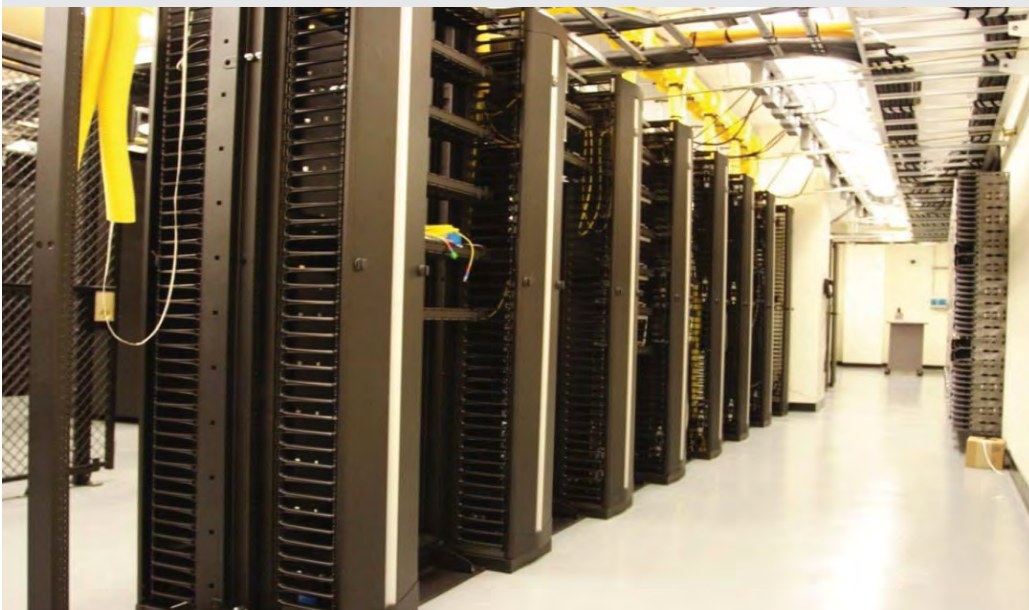
### *Milestones*

- *Baseline system implementation- April, 2012*
- *Integration with Public Health Permitting - December, 2012*

**Countywide: Data Center Relocation Project**- migrates existing equipment to the county's state-of-the-art and energy efficient data center.

### *Milestones*

- *Project Complete - March, 2012*



In this section we have indicated which projects and strategies directly support the county's four HOW WE DELIVER goals, by using an icon that corresponds with the technology strategy described in the next sections.

### Service Excellence

**Establish a culture of customer service and deliver services that are responsive to community needs**

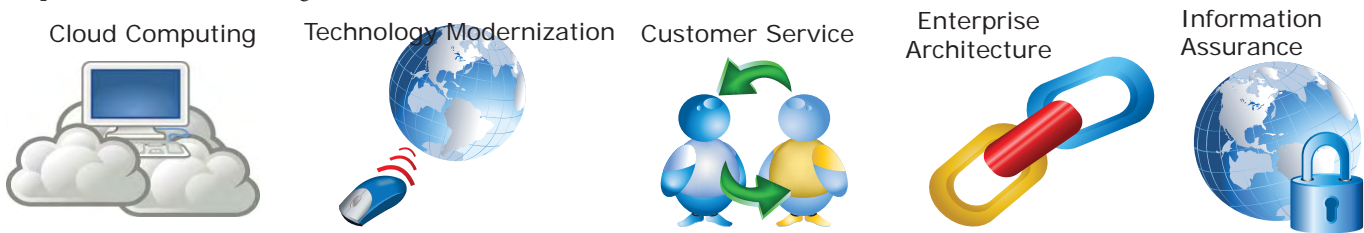
- ☒ Improve our customers' satisfaction with King County
- ☒ Build a culture of performance and improve the effectiveness and efficiency of county programs, services, and systems
- ☒ Foster an ethic of working together
- ☒ Increase access to King County services, personnel, and information



### Financial Stewardship

**Exercise sound financial management and build King County's long term fiscal strength**

- ☒ Keep the county's cost of doing business down; keeping growth in costs below the rate of inflation
- ☒ Plan for the long term sustainability of county services
- ☒ Provide the public with choices about which services King County delivers within existing resources and for which services they would like to provide additional funding



### Public Engagement

**Promote robust public engagement that informs, involves, and empowers people and communities**

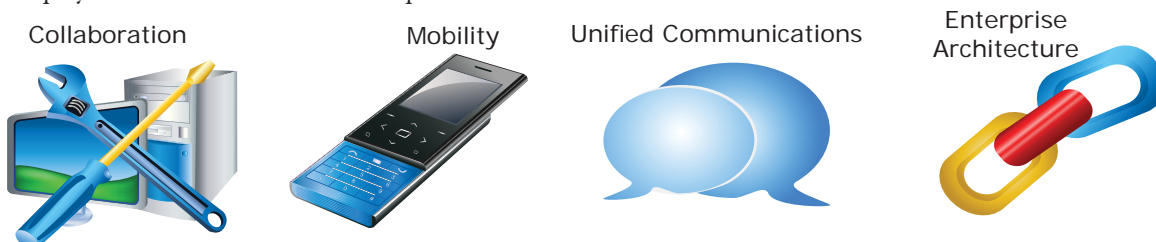
- ☒ Expand opportunities to seek input, listen, and respond to residents
- ☒ Empower people to play an active role in shaping their future



### Quality Workforce

**Develop and empower King County government's most valuable asset, our employees**

- ☒ Attract and recruit a talented county workforce
- ☒ Develop and retain quality employees
- ☒ Utilize employees in an efficient, effective, and productive manner





# INFORMATION ASSURANCE

Information Assurance focuses on the management and reduction of risk to the county's information assets by implementing controls to protect the confidentiality, integrity and availability of such assets.

*King County's Information Assurance services have worked regionally with the city of Seattle and others to provide combined security training for regional attendees, as well as to share information and strategies around protecting information assets.*

KCIT is placing an increased importance on the regional work that we do. Under KCIT, we have created a section specifically focused on regional communication services, which aligns with our focus on providing primary customer facing services. Regional services includes the Institutional Network (I-Net), Geographic Information Systems (GIS), Radio Communication Services (RCS), and other, smaller regional services.

Recently the county has begun leading a tri-county regional effort which is exploring the concept of implementing a radio system that would operate as a single three county network and increase the level of interoperability and usability throughout the Central Puget Sound as never seen before. This effort is working under the group named the *Radio Executive Policy Committee (REPC)* which is currently examining technical, governance, and operational alternative available to such a network.

**“ By focusing on regional communication systems jurisdictional users will be enabled to talk to who they need to talk to when they need to do it. The highest level of interoperability can be achieved with regional focuses, otherwise disparity will always limit the true effectiveness of Interoperability. ”**

- David Mendel, Regional Communication Services Manager



## Activities identified that will provide significant customer benefits to Regional Partnerships include:

KCIT/ I-Net Core & Edge Upgrade - by appropriately upgrading equipment, this project will provide flexibility to offer substantially greater bandwidth, end-to-end network monitoring capability, and a range of new service capabilities to I-Net customers at competitive prices.

- Final implementation plan complete - February, 2012
- All customer base on new platform - December, 2012

Technology contracting specialists have worked effectively with the State procurement experts to increase the effectiveness and utilization of regional purchasing contracts and consortiums – resulting in significant savings for King County.

# REGIONAL PARTNERSHIPS





KCIT is working on several projects that will benefit the public directly including; expanding our social media messaging, consolidating emergency alerts and using our open data and web site to increase the availability of mobile applications. Technology has enabled dramatic changes in how we communicate with residents and King County is committed to utilizing social media and new technology to better serve our community.

E-government encompasses a number of initiatives countywide including online communications through [www.kingcounty.gov](http://www.kingcounty.gov), a variety of social media outlets such as blogging, Twitter, Facebook and video as well as oversight and training for SharePoint and the intranet.

Expanding and improving e-government services should result in better alignment with key goals presented in the countywide strategic plan including:

- Promoting robust public engagement that informs, involves and empowers people and communities through an improved website and increased two-way communications with social media.
- Fostering a culture of service excellence that is responsive to community needs by building out robust services and critical information that county residents can access 24 x7.
- Improved efficiency, transparency and government partnerships with open data at [www.datakc.org](http://www.datakc.org).
- Reduced environmental impact and footprint related to service transactions by increasing the ease and volume of transactions residents can engage in without coming to a physical government facility.

Five high priority e-government needs have been identified as part of a council request to focus on services provided electronically to our citizens. The five areas identified through interaction with our business customers/partners through technology governance forums include:

- Property Tax Appeals
- Transform our current Web-site to be service based
- Enhanced public 'Alert' capabilities
- Provide an on-line services directory
- Provide public criminal case information

**Activity identified that will provide significant customer benefits to our e-government services:**

Tactical changes to the Internet environment at [kingcounty.gov](http://kingcounty.gov) that will provide tools, structure, policies, and models for all agencies to adopt progressive interaction and collaboration with citizens, and support two-way interaction.

- *Property Assessment Appeals/ Initial deployment of citizen-facing form(s) - July, 2012*
- *King County Internet re-architecture/ Content migration and launch - July, 2012*
- *Public Criminal Case Studies/ Service implementation with citizen communication - November, 2012*

Executive Services: Archives Collection Management System - Provide increased access to King County's historical records collection by providing web base search capabilities, the ability to attach digital images, and more.

- *System selection & contract execution - May, 2012*
- *Go Live - December, 2012*





**Service Catalog** Create and implement a technology services catalog that our customers can utilize to order services from us, during the annual budgeting process or anytime a new service is needed. The catalog will include service options, service level agreements on the level of service to be provided, performance reports comparing service delivery with agreements, and rates associated with each service option. The catalog is being created in concert with broader efforts to move to a product focussed King County, with KCIT helping to pilot many of the new concepts.

KCIT is developing quality, timeliness, and customer satisfaction measurements for each of our eight services. We are also developing a standardized performance reporting structure that will provide regular, transparent, and accountable outreach to our business partners. This reporting structure will leverage existing governance structures within King County as well as more tailored outreach to specific Departments when appropriate.



**Survey Customer Satisfaction on our services** Measure customer satisfaction with our services and drive improvement efforts and decisions based on that satisfaction. As we build our service catalog, many of the performance measures related to each service have a customer satisfaction level tied to that service.



**Operational alignment and continuous improvement** We are looking across our operations and identify areas for operational improvement either through adoption of best practices or more effective utilization of staff. Our IT Service Center is a good example of incorporating these types of improvements. Our next area of focus will be related to how we support our customers' workstations most effectively. Other areas include project management best practices through our Project Management Office, and consistent software development practices utilizing a common Software Development Life Cycle methodology.



**IT Portfolio Management** We need to better understand the breadth of services we provide, the overlap of those services at various levels (Data, infrastructure, customer, etc.), and impact from changing various components of our services. Maintaining and utilizing a portfolio management system and processes is critical to effectively managing multiple change initiatives in the midst of ongoing operation and project efforts. We expect to improve our decisions related to investments, resource allocations, and support options.



**Excellent customer service has long been a strategic goal for KCIT. Providing technology services that not only meets but exceeds our customers' needs and expectations drives all of our activities.**

-John Klein, KCIT Customer Service Officer



2012 is the first year that IT budget and resources for the Executive branch are consolidated under KCIT.

## CUSTOMER SERVICE





# COLLABORATION

“**Natural Resources and Parks uses the SharePoint Extranet to collaborate with partners on regional business issues that cross jurisdictional boundaries. A few years ago SharePoint helped King County win a 1 million dollar grant by enabling us to share specialized capabilities and knowledge with cities, and achieve efficiency of scale. We will continue to use team workspaces for work with contractors and consultants on active projects and see many more uses for SharePoint including tracking contracts, managing documents and facilitating state audits—or any work that can benefit from SharePoint’s toolset and eliminating time and distance barriers.**”

- Fred Bentler, DNRP

To achieve its safety, health, economic, and environmental goals, King County relies on its engaged, efficient workforce. In turn, that workforce depends on efficient, effective productivity tools. Technology tools play a critical role towards improving team communication, cohesiveness, and results. Our collaboration strategy is to provide the tools that knowledge workers need in order to work more effectively together in various teams and work groups.

In deployment to all county employees and key external partners, SharePoint will increasingly help workers find information quickly, collaborate with others, make meetings more productive, simplify intranet publishing, and streamline common tasks. The County expects SharePoint to be a key efficiency/productivity factor supporting a 3 percent reduction in costs of doing business across the enterprise.

*Collaboration means working together to achieve a goal. Effective teams are critical to accomplishing much of the work that is performed in today’s workplace.*

“ Department of Executive Services currently uses SharePoint to collaborate externally with jurisdictions and agencies such as Regional Animal Services and law groups for public records requests. Internally DES continues to create sites to collaborate cross departmentally on projects such as Merit Pay and Reduction in Force and to collaborate within the department for business functions such as contract management, procurement, employee communication, and team building. Future implementation will include automating forms not currently in Peoplesoft, adopting workflow and document management. ”

- Sandra Valdivia, DES



## **Projects identified that will provide significant customer benefits by upgrading our current collaboration tools.**

SharePoint Advanced Hosting Project: Augments existing SharePoint services by adding an in-house platform, extending the functionality currently available.

- *Infrastructure Complete - 3/2012*
- *Intranet Migration - 9/2012*

As our society continues to evolve and more and more of the information and tools needed to perform business functions are maintained electronically, the physical location of an employee becomes less important than their access to the information and tools needed to perform a business function. In fact, business processes can be greatly improved when employees are empowered to access and process information regardless of their location so that multiple workers are able to interact with the same piece of information at the same or differing times.

By extending and enhancing mobility solutions in the workplace, we enable business processes to become more efficient by removing the barrier of location from the equation and we also improve the potential for enhanced opportunities for work/life balance, which not only increases employee satisfaction but tends to make employees more efficient as well.

Our mobility strategy extends the collaboration strategy to ensure that teams can form and work together regardless of a team members location. A large part of our mobility strategy is to be able to provide knowledge workers with access to all the information and tools they need to do their job through a single, portable, and wireless workstation.

Pilot efforts are already underway to experiment with how physical office space can be re-configured to better accommodate mobility enabled workers while also reducing the footprint supporting them. Ideally, improved worksite design can also improve collaboration among teams.



>> The potential for saving time and resources by utilizing mobility tools is significant. Statistics indicate that in one month alone (mid April – mid May) over 100 live meetings occurred throughout the county with about 470 attendees. The estimated value is \$85K in efficiency savings from live meetings alone. *Conservatively calculated, this translates to about 1,400 hours travel time saved (15 minutes per person at \$60/hr).* This benefit should increase dramatically as more staff get familiar with these tools thus expanding the utilization of the tools.

Technology support for a mobile workforce is also being addressed. Remote Management Tools are enabling our staff to update and maintain equipment without having to physically touch that equipment, keeping our networks and the data within them more secure.



**Activity identified that will provide significant customer benefits to our Mobility strategy:**

A task force has been established to create and work towards implementing a vision for how staff can take advantage of their own, mobile equipment (such as smart phones and tablets) to improve the flexibility/mobility of King County's work force while managing costs and complying with regulations around information.





# UNIFIED COMMUNICATIONS

This strategy provides the infrastructure needed to deliver on our collaboration and mobility strategies. Unified Communications enables all types of communications (voice, video, data) to be transported through a single system and accessible through a single point of access at the desktop. Voice messages can be reviewed from your email inbox. Voice and video calls can be placed from your desktop computer. Co-worker status and contact information can be easily obtained and used to quickly contact them regardless of where they are working that day.

This convergence of technologies produces new dynamics between IT systems and communications, including the ability to link computer functions with communications tasks. Based on new technology, daily telephone functions become a part of a highly flexible toolset of interactive communication products.

The Countywide Telephone System Replacement (CTSR) project is exploring the best way to use the Microsoft Enterprise Agreement (EA) and its Lync product to replace our aging telecom system while accomplishing the goals of unified communication. The completed solution provides resilient telephony, voice messaging, mobile device support, Automated Call Distribution (ACD) systems, Interactive Voice Response (IVR) systems, enhanced reporting for the business users, as well as a modern system management interface and tools.

The project is using a multi phase approach made up of four major phases, with implementation currently planned to occur over a three year period.



## **Strategy: Leverage what we own, integrate the technology to yield efficiencies**

- King County already own licenses via the Microsoft EA Agreement
- UC integrates tools we currently use including: E-mail, MS Office Suite, data, audio and video conferencing
- Supports a mobile workforce (telecommuting, hoteling, shared cubicle space)

## **Projects identified that will provide significant customer benefits to Unified Communications include:**

Countywide Telephone System Replacement

- *Phase 1 – Select and design product solution, identify inter-project dependencies, develop implementation plan, and document operations model - August, 2011*
- *Build core infrastructure and integrate early adopters - December, 2011*
- *Build and integrate advanced services, Deploy advanced system at large, continue operations integrations - December, 2012*

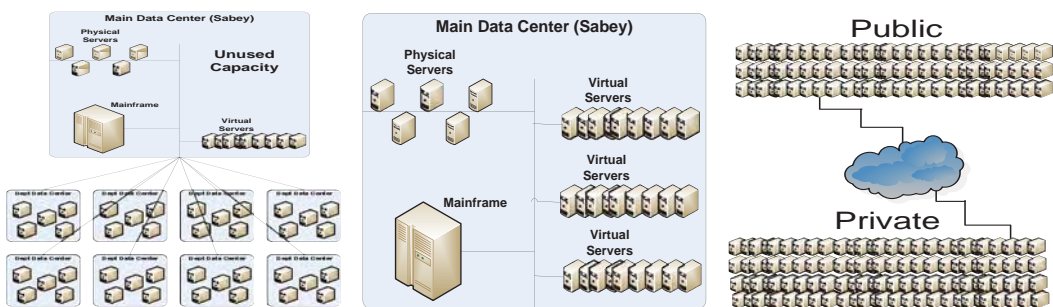
# County Utility Computing Service

## – Also Called ‘Cloud’ Services

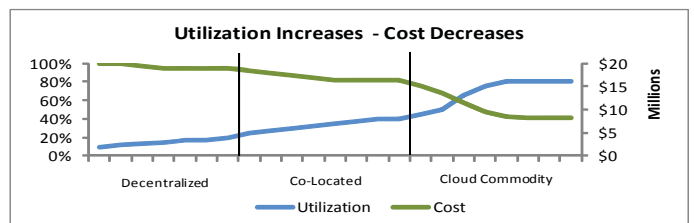
This approach leverages the county’s current investment in a state-of-the-art, energy efficient data center, reducing risk of failure for all supported applications. It also enables improved customer service through improved availability and reduced cost to deliver services.

The utility computing model is already providing value to the county by moving us from a decentralized computing environment to a co-located one. This reduces the risk of failure by locating most infrastructure in a highly redundant data center.

The next step in the strategy is to re-configure the co-located assets into an internal, private, “cloud commodity”. By doing so we can leverage existing, unused capacity within the current infrastructure, increasing utilization and reducing the overall (an per unit) cost of computing.



As the service grows, it will include computing platforms scaled to application needs, optimal data storage also scaled to customer needs, consistent back-up and recovery processes reducing risk, and appropriate business continuity failover also significantly reducing risk.



### Projects identified that will provide significant customer benefits to Cloud Computing include:

Hosted environment - Cloud Computing: This is a private cloud approach offering IT Services, consisting of a common hardware platform offering virtualization services, common management tools, enterprise backup/storage systems, enterprise SQL platform and standard DR capabilities. Consolidating these services will uncouple the services from hardware devices and place it where it can be provisioned on an as-needed basis.

- Completed internal assessment and architecture - April, 2012
- Final design and plan approved - June, 2012
- Complete first phase to convert physical servers to virtual, which expands capacity for virtualization - October, 2012

# CLOUD COMPUTING





# TECHNOLOGY MODERNIZATION

Providing a modern technology environment better enables the flexibility and capacity to more rapidly and flexibly respond to business needs. It also makes it easier to incorporate new technology innovations, reducing the effort related to each upgrade in technology.

*One of the largest impacts to King County from having outdated technologies in place is our inability to effectively perform business analytics on the information that we own and maintain.*

The first step in our modernization strategy is to migrate the applications and supporting information that currently exists on our mainframe platform to modern platforms that enable data and application sharing and re-use. As the Accountable Business Transformation drives the modernization of our legacy mainframe applications forward, there are two related capital projects needed to support the logical next steps of this modernization effort:

- Post ABT Application Data Archival
- Remaining mainframe application re-hosting

Both of these efforts have business cases and capital funding requests included as part of our 2012 budget request. In addition, our Enterprise Architecture program is actively working to identify the most appropriate modern technology platforms for these applications and data to migrate to.

As applications are migrated to modern infrastructures, there is an increased reliance on networks to ensure acceptable response time and availability for increasingly 24 hour user uptime needs. To support this need, modernization of our I-Net infrastructure is required and also included as a capital project request.



## **Projects identified that will provide significant customer benefits to Technology Modernization include:**

KCIT/Mainframe Rehosting - this work will update existing applications on the mainframe to run on servers using modern relational database software.

- *Application and data conversion vendor selected - April, 2012*
- *Platform built out - July, 2012*

Post ABT Application Data Archival - this project will result in the retirement of the legacy applications being replaced.

- *Design complete - March, 2012*
- *Project complete - June, 2012*

Endorsed by the Strategic Advisory Committee (SAC), King County will create an enterprise architecture program to:

- Provide a framework for better decision making
- Improve upon the alignment of technology with business goals
- Improve productivity around overall solution delivery
- Improve IT customer satisfaction
- Focus resources on high value areas

The framework will consist of agreed to principles and standards related to business process, data, and technology. It will also encourage the use of those principles and standards to improve decisions within existing processes (such as planning/budgeting, IT governance, project management and oversight, procurement, and portfolio management). The enterprise architecture program will include the organizational capacity to maintain and improve the framework while monitoring progress towards program goals.

Once an enterprise architecture framework is in place, individual projects and operations are empowered to make decisions that move us in the right direction towards accomplishing our strategic business and technology goals.

Through increased re-use of technology components and architectural assessments that will occur early in a projects life cycle, solution delivery should dramatically improved over time. In turn, as efficiencies are captured, they can (and should) be re-invested back into further enterprise architecture efforts leading to further efficiencies.

The business principles we create should apply to any business decision, regardless of whether technology is involved in the solution or not. More specific principles will also apply to applications, data, infrastructure, and security.

Once an Enterprise Architecture framework is in place, individual projects and operations are empowered to make decisions that move us in the direction of accomplishing our strategic business and technology goals.

## EA Principles

**Business (example) :** Organizations should make optimal use of available resources

**Application:** Applications should minimize installs on client devices

**Data:** Data should have an owner (decision maker) and a steward (caretaker) who are responsible

**Infrastructure:** IT services should be designed to minimize the number of technologies to support

**Security:** The organization should minimize risks to the county's information assets

## Work identified that will provide significant benefits to Enterprise Architecture includes:

- *Cloud Architecture Roadmap - January 2012*
- *Technology Modernization Roadmap - November, 2011*
- *Department Initiative Roadmap, DOT data infrastructure - March, 2012*
- *Implement framework for ongoing use of principles and standards*

# ENTERPRISE ARCHITECTURE



With the County continuing to face financial challenges in 2012, it is critical to focus funding and staff commitments on efforts with the most positive impact. King County Information Technology is working to implement tools that provide countywide benefits in terms of increased productivity and efficiency, and support the county's business goals. For more information please see:

[www.kingcounty.gov/tbp](http://www.kingcounty.gov/tbp)

Appendix A: King County Strategic Technology Enterprise Plan

Appendix B: Budget Requested Business Plan Information

Appendix C: IT Project Details

Achievements in 2012 will be documented in the Annual Technology Report, which focuses on raising awareness of the many benefits associated with leveraging IT everyday, in internal business practices, and in government's activities and interactions with citizens. The report specifically addresses many critical IT components, including: the status and accomplishments of technology projects, and can be viewed as a companion report to the Technology Business Plan.

# King County Technology Business Plan

[www.kingcounty.gov/tbp](http://www.kingcounty.gov/tbp)

King County Information Technology  
401 5th Avenue, CNK-IT-0600  
Seattle, WA 98104

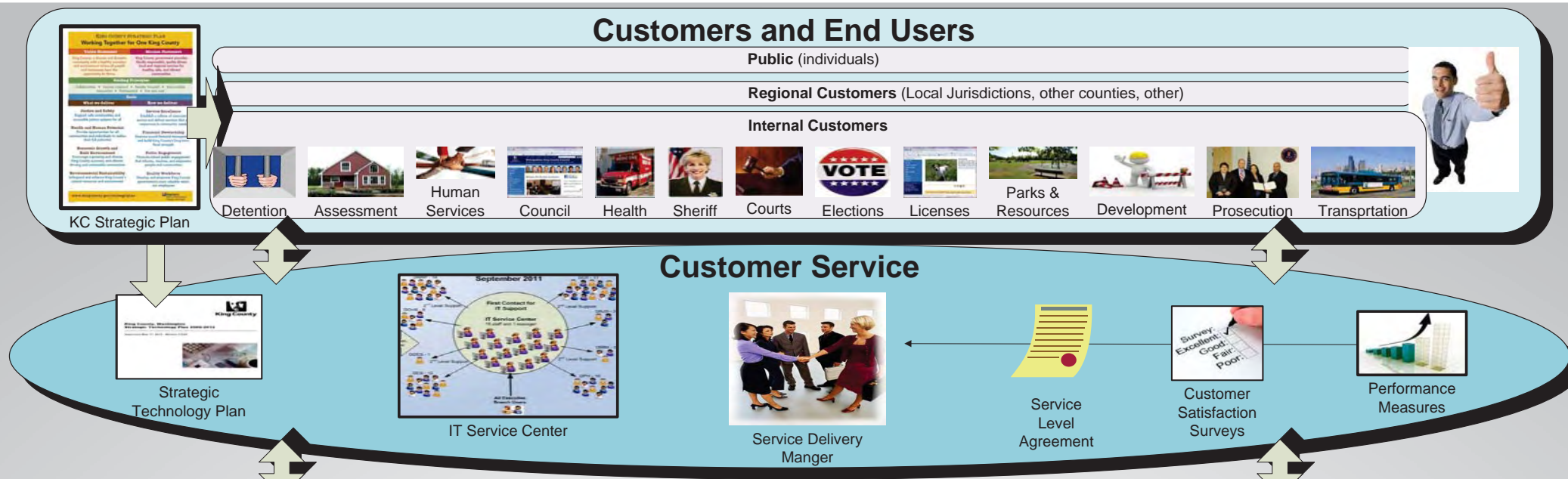


King County

Information  
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**King County Strategic Technology Enterprise Plan**  
September 2011



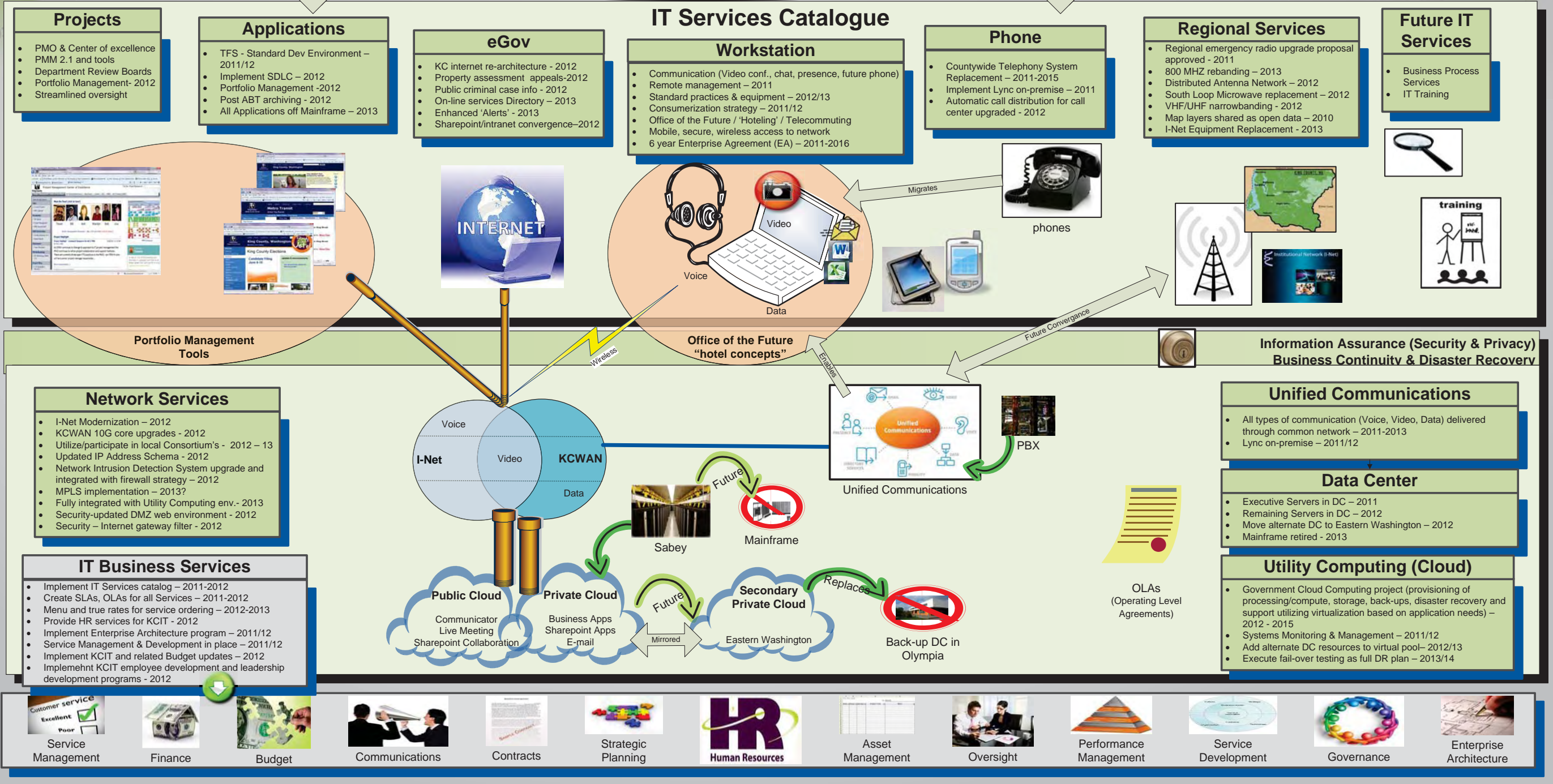
The mission of King County Information Technology: Knowledge, Collaboration, Innovation, Teamwork

**Providing World Class Technology Solutions To our Customers**

**Customer Facing IT Services**

**IT to IT Services**

**IT Business Services**



# **Appendix A:** King County Strategic Technology Enterprise Plan

*2012 Technology Business Plan insert*

Appendix A provides a road map of strategies presented in the 2012  
Technology Business Plan.  
For more information, please see:  
[www.kingcounty.gov/tbp](http://www.kingcounty.gov/tbp)

### ***Policy Framework***

Section 2.16.07 of the King County Code has established the framework for central information technology functions. Significant changes to this code were transmitted to the County Council in 2011, introducing the Department of Information Technology also called KCIT (King County Information Technology). This organization includes the Office of Information Resource Management, known as central IT, and extends it outward to include department technology functions within the Executive branch, establishing a single provider of technology services for the Executive branch and requesting separately elected organizations.

This code change and resulting organizational changes have a significant foundational impact on how we deliver technology services to our customers. By looking at each service from start to finish, we are able to straighten and shorten our service delivery pipelines, increasing our speed of delivery which leads to operational efficiencies both internally and for our customers.

Included within the technology services provided are:

- *countywide information technology governance and planning functions, including strategic planning, business planning, performance reporting, project advisory board management and administration of county information technology boards and committees*
- *countywide electronic government services;*
- *information technology help services*
- *standard workstation services*
- *enterprise and business application services to include maintenance of existing applications and development of new applications*
- *infrastructure operations that provide enterprise network and voice communication operations utilizing the county data center services*
- *regional services that include radio communication services, geographic information services, institutional network and cable communications*

The impact of this code change and resulting organizational changes is significant, and critical to accomplishing our technology vision.

### ***Strategic Technology Vision, Mission and Goals***

KCIT is focused on providing world class governmental technology services to our customers. The technology vision for King County is focused on providing excellent service to make KCIT the top vendor and employer of choice among our peers. A new mission statement has been created for KCIT, which is the result of collaborative efforts of management and staff, over the period of a few months. This new mission is: **Knowledge Collaboration Innovation Teamwork: KCIT.**

Supporting this vision and mission are the following goals and objectives:

- Implementing a customer service focused organization based on product delivery concepts

- Utilize product catalogues, Service Level Agreements (SLA's) and related performance reporting and management
- Measure customer satisfaction with our services and drive improvement efforts and decisions based on that satisfaction
- Employ continuous service improvement efforts
- Provide collaboration and communication tools that empower significant customer process improvement opportunities regardless of end-user device or location
  - Instant, consistent, and integrated work team availability and access information (also called presence)
  - Unified communications which include e-mail, voice, video and more
  - Document sharing and collaboration through easy document access, update, versioning, and more
- Significant improvement of service delivery models based on end-to-end delivery enabled through a broader KCIT organizational structure and intended to increase visibility, transparency and accountability for the benefits, costs, and options available for each of our services
  - IT Service Center - already underway
  - Workstation delivery and support
  - Technology Infrastructure provisioning along utility concepts using private and public clouds where appropriate
    - Shared data storage, utilization, and analytics
    - Leveraged compute power and server virtualization
    - Robust data center sharing, security, and redundancy
    - Common back-up/restoration tools
    - Consistent Business continuity and failover for critical applications
  - Application Modernization
    - Enterprise Resource Planning (ERP) systems and related business processes (through ABT)
    - Mainframe application migration to modern platforms
    - Many Agency/departmental projects providing added business capabilities (like permit integration, RapidRide, others...)
  - Increased project success through positive support structures, incremental approach, and re-usable components
  - Integrated regional and local networks extending our unified communications strategy
- Empowering all staff to continuously improve the services they deliver
  - Training and on-going support for process improvement, empowerment, and collaboration
  - Architecture framework to clearly identify desired future state technologies as well as to decommission antiquated and byzantine technologies
  - Architecture framework enabling local decisions that deliver incremental enterprise results

Due to significant progress on opportunities enabled by organizational changes and a countywide focus on product delivery and customer service, KCIT will be updating our Strategic Technology Plan in 2012 to emphasize and better communicate our desired future state.

Current goals, objectives, strategies, and outcomes are all available within the existing Strategic Technology Plan at:

<http://www.kingcounty.gov/business/oirm/governance/strategicservices/strategicreports/2009-2012%20Strategic%20Technology%20Plan.aspx>

### ***Equity and Social Justice Impacts***

The KCIT acts primarily as a service organization to internal county agencies and external municipalities and agencies and therefore has very little direct contact with the general public. Because of this the overall strategy employed to further the County's Equity & Social Justice (ESJ) policy is related to internal policies/procedures and services that are provided to our customer agencies. These include considering the social impacts of our hiring practices, IT project development/conceptual review, and procurement activities.

Generally, KCIT makes ESJ impact a discussion topic at staff meetings for all levels. These discussions range from how we treat one another to the social justice impacts of our decisions and work with other departments. Looking through the ESJ lens has been infused in management thinking through several different mechanisms. All KCIT management team have been trained and exposed to the fundamentals of the County's Equity & Social Justice program. In addition many staff at all levels have attended Be-the-Difference training where they are learning the value of and skills to transform government by supporting county initiatives aimed at being more efficient. The correlation between the ESJ program and the drive for efficiency are examined and discussed frequently to ensure that KCIT is complying with top level initiatives that the county executive has stated as his main goals.

A comparison of the current demographics within Central IT to the county population as a whole has revealed some areas of focus for our recruitment efforts. Human Resource (HR) personnel have analyzed this information based on position and developed recruitment campaigns targeted to under-represented groups that will reflect in a better cross section of candidates for consideration of open positions. Hiring managers are working with HR to clearly define the core requirements of all positions and identify those qualities and skills that are critical to filling positions with the best qualified candidates. Selection of these candidates is also another area of focus to ensure that fairness and opportunity are applied throughout the recruitment effort up to and including the selection of applicants.

KCIT recommends updating current business case criteria to include ESJ impacts so that they are included in the technology project approval process. KCIT can work with the Office of Performance, Strategy and Budget (PSB) to include ESJ impact analysis as part of IT project approval processes if requested. Discussing these impacts at the conceptual review phase of project development can lead to improved ESJ results throughout the County.

The County established a Reform of Procurement and Contract Business Processes Committee to work on overall streamlining of contracts and processes required by Executive Constantine. As part of this effort, a task force, lead by KCIT, was established to review countywide insurance requirements. Some agencies feel the insurance is difficult for small companies to meet. It's believed that some small

companies are unable to bid on work within the County due to the one-size fits all approach of setting insurance limits, etc. Staff is working with county agencies to collect examples of small businesses and individuals that were unable to enter into contracts with the County because of insurance or other contract terms. Some agencies are currently required to make a business decision or ask for a waiver to lower limits in cases when they believe the risk is low in order to allow a small business or individual to perform the work. Some of this work is in the area of social workers, specialized trainers, etc. Some staff feel that to meet the County’s goal to award contracts to Small Contractor & Suppliers (SCS) and the county’s Equity & Social Justice goals within the County, tiered insurance requirements should be established to make sure that all vendors can compete equally. The insurance task force expects to present their proposal of descriptions of work and tiered insurance limit recommendations to the overall committee on June 30, 2011.

**King County Strategic Plan Alignment and Measurement**

KCIT is moving towards a product focused approach for delivering technology services to our customers. Attached as an appendix, please find the *King County Strategic Plan Alignment and Measurement* table as requested, which identify how our products align with various goals, objectives, and strategies within the King County Strategic Plan.

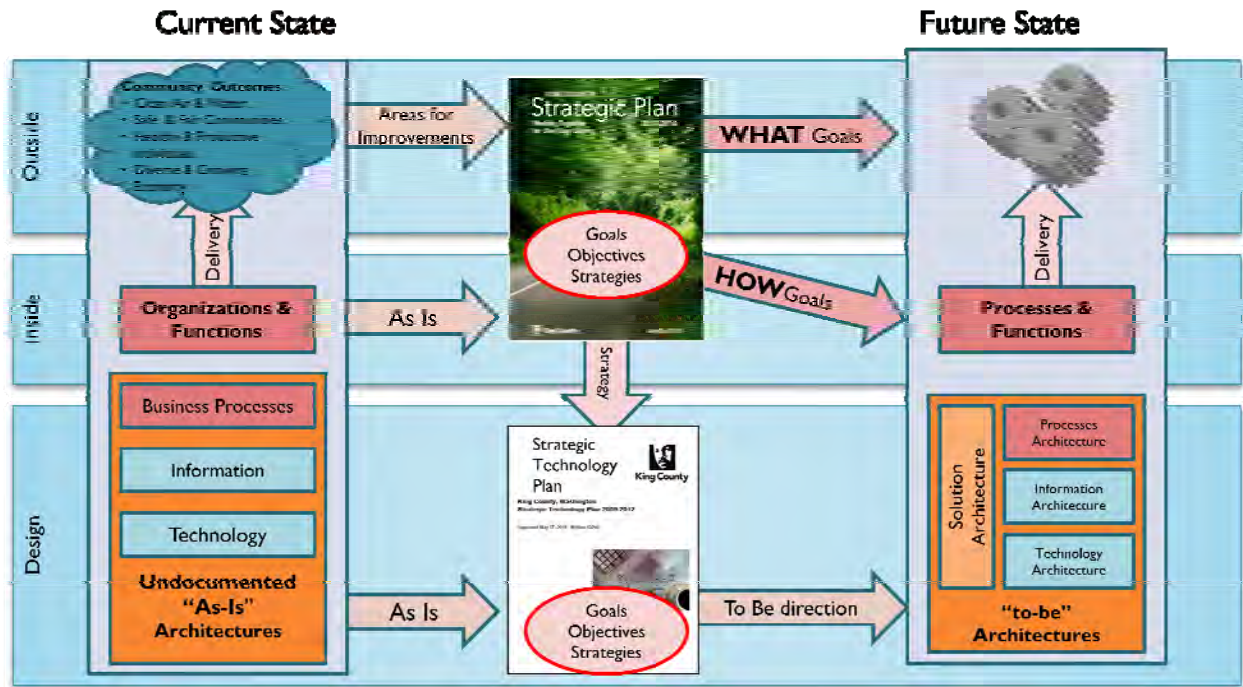
In addition to this product focused alignment, KCIT has reviewed alignment of the Strategic Technology Plan 2009-2012 with the King County Strategic plan. It is clear from that review that the Strategic Technology Plan aligns very well with the new King County Strategic Plan. The table below identifies high level goal alignment between the two plans with examples of technology efforts that are currently underway related to those goals.

<b>King County Strategic Plan Goal</b>	<b>Strategic Technology Alignment</b>
<p><b>4 ‘What’ Goals</b></p> <ul style="list-style-type: none"> <li>• <i>Justice &amp; Safety</i></li> <li>• <i>Health and Human Potential</i></li> <li>• <i>Economic Growth and Built Environment</i></li> <li>• <i>Environmental Sustainability</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Business applications (500+)</b> and technology infrastructure supporting all business operations</li> <li>• <b>74 IT projects</b> to improve existing business operations</li> </ul>
<p><b>‘How’ goal - Service Excellence</b></p>	<p><b>Customer Service and Public Access</b></p> <p><i>Elevate Customer Service as an IT Operational Priority</i></p> <p><i>Examples: One IT Service Center, Service Level</i></p>

	<p><i>Agreements, Satisfaction Surveys</i></p>
<p><b>'How' goal - Financial Stewardship</b></p>	<p><b>Efficiency</b>  <i>Transform Common Business Practices</i></p> <p><b>Risk Management</b>  <i>Strategic Technology Modernization</i>  <i>Examples: ABT Program, Data Center Consolidation, Office 365</i>  <i>Enterprise Architecture, Governance streamlining</i></p>
<p><b>'How' goal - Public Engagement</b></p>	<p><b>Customer Service and Public Access</b>  <i>Facilitate on-line interaction/access to government</i></p> <p><b>Transparency and Accountability</b>  <i>Examples: Social Media, Open Data</i></p>
<p><b>'How' goal - Quality Workforce</b></p>	<p><b>Efficiency</b>  <i>Improve IT Operational Maturity</i>  <i>Extend &amp; Enhance Mobility Solutions in the Workplace</i>  <i>Examples: Collaboration tools, IT Performance Mgmt</i></p>

Of special note and increased emphasis going forward is Enterprise Architecture (EA). The powerful enabling capability of EA supporting the Strategic Technology Plan which in turn supports the King County Strategic Plan can be seen below:

## Reform Agenda and Enterprise Architecture



### Change Drivers

The primary change event that is empowering and driving significant change within technology services, as mentioned above, is our migration to a consolidated KCIT organization. A second, complimentary driver is the county's recent signing of a long-term (6 year) countywide Enterprise Agreement (EA) with Microsoft. This event is significant because it enables standardization across workstations and related support functions where this has not been possible in the past. Combined with the recent, clear, strategic direction provided by the King County Strategic Plan, and related efforts on customer service, product focus, and continuous improvement; significant change initiatives have been identified to take advantage of current opportunities and direction.

### Change Initiatives

The following change initiatives are intended to address and leverage the change drivers impacting KCIT:

- Capitalize on the Microsoft Enterprise Agreement (EA)
  - Office 365



- Desktop Remote Management Tool
- Lync Product for Unified Communication/telecommunications
- Promoting Mobile Workforce
- Additional tool consolidation
- Streamlining IT Governance
- Business Support of KCIT consolidation
- IT Product Definition
- One IT Service Center
- County Utility Computing Services
- eGovernment Services
- Technology Modernization
- IT Portfolio Management
- Enterprise Architecture

**Capitalizing on the Microsoft Enterprise Agreement (EA)**

Office 365

KCIT is continuously looking for ways to capitalize on the new Microsoft EA to include deployment of many products such as Office 365. This product provides many tools that enable county staff to conduct business more efficiently by using office communicator, video conferencing, and live meeting. Statistics indicated that in one month alone (mid April – mid May) over 100 live meetings occurred throughout the county with about 470 attendees. Conservatively calculated, this translates to about 1,400 hours travel time saved (15 minutes per person at \$60/hr). The estimated value is \$85K in efficiency savings from live meeting alone. This benefit will increase dramatically as more staff get familiar with these tools thus expanding the utilization of the tools.

Desktop Remote Management Tool – System Center Configuration Manager (SCCM)

Microsoft EA also comes with a remote management tool that will allow KCIT to centrally deploy patches and other required security software to desktops. This tool also supports the standardization effort in deploying standard image for desktops. The Executive branch departments have about 8,000 desktops. If a standard image can be deployed and updated remotely to half of the desktops, there will be about \$200K efficiency savings from not deploying them individually.

Lync Product for Telecommunications

As the County is launching the IPT project, KCIT is also exploring the best way to again use the Microsoft EA to replace our aging telecom system. Using Lync (which expands the current Communicator tool to incorporate enterprise telecommunications) will avoid the need to purchase a separate system for telecommunication services.

At this time, we are still gathering information to assess the value of the Lync system. Since the Lync product is included in the current EA, the value of the Lynch system will be passed on as a credit to agencies that are currently paying for the EA from their operating budget.

### Promoting Mobile Workforce – Partnership with Facilities Management Division

In working toward identifying efficiency in work space management, KCIT is supporting FMD's efforts in promoting mobile workforce concepts that will enable work space sharing in new ways that empower collaboration, innovation, and work site independence. By utilizing Office 365 on a wireless laptop, workers can move all of their office needs to a new location just by taking their laptop with them. Others will still be able to contact and interact with them in all the same ways using electronic communications (eg. live meeting, video conferencing). Face to face interactions should be more efficient as the worker can move to the location where face to face interactions are most needed. No re-wiring of office space or phone numbers is required. In this 'hoteling' concept, generic shared office spaces will provide supplies and docking stations for staff that are scheduled to be physically at work at a particular day. Implementing this ability should also enable increased tele-working, as well as reduce the usage of paper by leaving most documents in electronic format. KCIT will work closely with FMD in the implementation of this powerful initiative.

### Additional Tool Consolidation

Bundled within the six year EA are many additional products/tools that King County currently does not use, or only uses within a small portion of our current IT operations. During 2011, product owners will review the tools that they utilize to deliver their services and compare them with tools made available through the EA. Where practical, existing tools will be replaced by those already available and paid for through the EA agreement. Primary areas of evaluation include server virtualization, desktop security, network and application monitoring, e-mail delivery, service ticketing systems, IT asset management, as well as other areas.

### **Streamlining IT Governance**

The office of the CIO has successfully streamlined the IT governance process and is focusing additional efforts on ensuring project success by providing guidance and establishing standard best practices to follow. With this effort, KCIT is able to find efficiency savings of \$193K from staff time and repurpose the resources to the development of effective customer relationships starting with the creation and management of a KCIT service level agreement (SLA). This SLA will include customer expectation, service delivery accountability, and reporting of performance.

### **Business Support for KCIT Consolidation Effort**

There are approximately 250 IT staff transferring to KCIT. The IT resources transferred from departments does not include resources for business support, such as human resources, payroll, fiscal, finance, budget, contracts, and other support that were previously provided by individual departments. This support burden will be gradually transferred to KCIT in 2012 without additional resources to KCIT. The 2012 support and the overall coordination cost for consolidation is estimated at \$250K that will be covered within the existing budget reflecting a cost avoidance. The on-going cost to support the new KCIT will be assessed as part of the 2013 budget development.

### **IT Product Definition**

KCIT is one of the first agencies that is attempting to identify its products and associated budgets. KCIT budget submittal includes preliminary reports of this effort. 2012 will be a transition year for product definition to avoid impact to the 2012 PSQ rates. KCIT will be working with its customer to refine its product which will result more transparent costs and a product catalog for 2013 to allow customers' to select products and services based on their needs.

KCIT will continue working with staff in the Office of Performance Strategy and Budget (PSB) to refine the budget reporting by product for 2012.

This is only the beginning. We are encouraged by the progress and believe that more efficiencies can be achieved from the consolidation and standardization of products.

### **One IT Service Center for the Executive Branch**

There are many benefits that will result from the deployment of One IT Service Center this coming September 2011. Many common procedures have been identified, standardized, and documented. These procedures have been unevenly performed across many staff levels in various departments. By having the service center staff performing these tasks consistently, not only will customers have a much shorter time to get resolution, but it will also free up other IT staff to focus on more complex tasks at the next level. The efficiency value of this effort has not been identified at this time. More analysis will be performed and identified for the 2013 budget when the service center has been in place and more statistics are available.

### **County Utility Computing Service – Also Called ‘Cloud’ Services**

A technology project is required to fully provide the architectural components needed to move to a utility computing or cloud based service delivery model for our infrastructure services. The project and supporting business case are included with this budget submittal.

The utility computing model is already providing value to the county by reducing risk of failure by locating in a highly redundant data center, and by leveraging existing unused capacity in our current infrastructure, primarily from stand-alone servers that are moving to a virtual environment. As the service grows, it will include computing platforms scaled to application needs, optimal data storage also scaled to customer needs, consistent back-up and recovery processes reducing risk, and appropriate business continuity failover. This approach leverages the county's current investment in a state-of-the-art, energy efficient data center, reducing risk of failure for all supported applications. It also enables improved customer service through improved availability and reduced cost to deliver services.

### **eGovernment Services**

Five high priority eGovernment needs have been identified as part of a council request to focus on services provided electronically to our citizens. The five areas identified through interaction with our business customers/partners through technology governance forums include:

- Property Tax Appeals
- Transform our current Web-site to be service based
- Enhanced public 'Alert' capabilities
- Provide an on-line services directory
- Provide public criminal case information

A capital project and business case supporting this effort are included within the 2012 budget request.

### **Technology Modernization**

As ABT drives the modernization of our legacy mainframe applications forward, there are two related capital projects needed to support the logical next steps of this modernization effort:

- Post ABT application data archival
- Remaining mainframe application re-hosting

Both of these efforts have business cases and capital funding requests included as part of our 2012 budget request.

As applications are migrated to modern infrastructures and user needs, there is an increased reliance on networks to ensure acceptable response time and availability for increasingly 24 hour user uptime needs. To support this need, modernization of our I-Net infrastructure is required and also included as a capital project request.

### **IT Portfolio Management**

Maintaining and utilizing a portfolio management system and processes is critical to effectively managing multiple change initiatives in the midst of ongoing operation and project efforts. Having a better understanding of overall efforts and their expected impact is key to good decision making going forwards.

### **Enterprise Architecture**

Endorsed by the Strategic Advisory Committee (SAC), King County will create an enterprise architecture program to:

- Provide a framework for better decision making
- Improve upon the alignment of technology with business goals

- Improve productivity around overall solution delivery
- Improve IT customer satisfaction
- Focus resources on high value areas

The framework will consist of agreed to principles and standards related to business process, data, and technology. It will also encourage the use of those principles and standards to improve decisions within existing processes (such as planning/budgeting, IT governance, project management and oversight, procurement, and portfolio management). The enterprise architecture program will include the organizational capacity to maintain and improve the framework while monitoring progress towards program goals.

Once an enterprise architecture framework is in place, individual projects and operations are empowered to make decisions that move us in the right direction towards accomplishing our strategic business and technology goals.

Through increased re-use of technology components and architectural assessments that will occur early in a projects lifecycle, solution delivery should dramatically improved over time. In turn, as efficiencies are captured, they can (and should) be re-invested back into further enterprise architecture efforts leading to further efficiencies. A graphic for how enterprise architecture supports the strategic planning process was included in the strategic plan alignment section of this document.

### **Prioritization Criteria**

As identified above, there are many change initiatives underway across our KCIT organization. Prioritization is key and will rely upon our IT Portfolio Management process and systems to keep track of the work we are performing, the resources we are utilizing, and the planned impact of each change initiative upon those resources. Prioritization will be based primarily on benefits expected by an effort combined with the scarcity/availability of critical resources needed to effectively implement a change initiative.

### ***Enabling Support / Infrastructure***

Because KCIT is an internal support organization, all of the changes identified above will impact King County's support infrastructure. As collaboration and mobility tools become more broadly available and understood, significant changes in where and how staff works together are possible. The ability for teams to form, work together and disband will require much less planning and logistical support when all team members can carry their laptops to a communal work area, connect to all information that they need wirelessly, and receive their phone calls, voice messages, e-mails, calendars, documents, and applications all through that laptop. This can and should have a significant impact on how we design and allocate workspace. In addition, it should more fully enable effective telecommute and work from home options. These changes are more dependent on our workforce's ability to creatively use technology tools to improve their current work processes, as much of the technology is available today.

In addition to the items mentioned above, several capital projects have also been identified that will provide significant customer benefits by upgrading our current technology support infrastructure. Each of these projects is submitting a business case as part of the 2012 budget which includes cost/benefit analysis:

- SharePoint Advanced Hosting Project
- Intranet Convergence

## Appendix C – Project Details

### Projects Requesting 2012 Funds – Project Milestones

#### 1. DoA: Assessor's Tablet PC Replacement

Milestone	Planned Completion Date	Cost to Reach Milestone
iPAD Application Proof of Concept Delivery	10-31-11	\$20,000
iPAD Application Development – Issue RFP	11-2-11	\$0
iPAD Application Proof of Concept -- Review and Acceptance	11-15-11	\$0
iPAD Application Development – Select Vendor	12-7-11	\$0
iPAD Application Development – Finalize Specifications	1-31-12	\$0
iPAD Application Development – Purchase iPAD tablets	3-1-12	\$39,000
iPAD Application Development – Application Development	5-31-12	\$100,000
iPAD Application Development -- Review and Acceptance	6-30-12	\$0
iPAD Application Development – Training	7-31-12	\$40,000

#### 2. DDES: Permit Integration

Milestone Tracking			
Milestone	Due Date	Status	Comments
Complete Requirements	08/31/2009	Complete	
Complete Vendor Contract	10/01/2009	Complete	
Complete Baseline System Implementation	03/30/2012		On schedule
Complete Implementation of Permitting Services website	03/30/2012		This date will be updated upon startup of design and development effort
Complete Integration with DPH Permitting	12/28/2012		Currently working with DPH on design
Project Closeout	12/27/2013		

#### 3. DES: RALS: Archives Collection Management System

Milestone	Planned Completion Date	Cost to Reach Milestone
System selection and contract execution	5/1/2012	
Complete system administration training and system configuration	9/1/2012	
Complete conversion and testing	12/1/2012	
Go live	12/15/2012	

## Appendix C – Project Details

### 4. DOT: HASTUS Upgrade to 2012 version

Milestone	Planned Completion Date	Cost to Reach Milestone
Upgrade Specifications Complete	6/25/2012	--
Scheduling Upgrade Accepted by KCM	10/30/2012	--
BID Upgrade Accepted by KCM	11/12/2012	--

### 5. DOT: HASTUS Employee Performance Module

Milestone	Planned Completion Date	Cost to Reach Milestone
HASTUS EPM Specifications Complete	7/2/2013	--
HASTUS EPM Accepted by KCM	8/22/2013	--
HASTUS EPM in Production	9/16/2013	--

### 6. KCIT: Government Cloud Computing

Milestone	Planned Completion Date	Cost to Reach Milestone
Project approved and funded	1/1/2012	NA
Project plan for 2012 completed	3/31/2012	NA
Completed internal assessment and architecture	3/31/2012	NA
Select vendor partner from Master Roster list (or award RFP) review internal architecture and compare private versus public options	4/15/2012	NA
Final design and plan approved	5/30/2012	\$35,000
Complete 1 <sup>st</sup> installment of implementing sufficient capacity to convert physical servers to virtual including expanding storage and backup capacity	9/30/2012	\$759,000
Consolidated EER Funds and available hardware and virtual infrastructure identified throughout the executive branch, by year 2013 - 2015	12/31/2012	NA
Project plan for 2013 – 2015 completed and budget adjustments submitted	3/31/2012	NA
Complete 2nd installment of implementing sufficient capacity to convert physical servers to virtual including expanding storage and backup capacity (equipment purchased in 2012)	12/31/2013	NA



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Milestone	Planned Completion Date	Cost to Reach Milestone
Complete 3rd installment of implementing sufficient capacity to convert physical servers to virtual including expanding storage and backup capacity (equipment purchased in 2013)	12/31/2014	
Complete 4th installment of implementing sufficient capacity to convert physical servers to virtual including expanding storage and backup capacity (equipment purchased in 2014)	12/31/2015	NA

### 7. KCIT: I-Net Modernization

Milestone	Planned Completion Date	Cost to Reach Milestone
Product and Vendor Contract Complete via RFP Process	06/30/2011	\$15,500
Fiber Characterization Complete	07/29/2011	\$90,000
Architecture & Design Document Complete	08/31/2011	\$50,000
Fiber Readiness Complete	08/31/2011	\$100,000
Core Implementation Complete	10/30/2011	\$674,000
Secondary Implementation Complete	11/30/2011	\$400,000
King County Library System (Early Adopter) on New Platform	12/30/2011	\$102,108
Final Implementation Plan Complete	01/31/2012	\$250,000
All Customer Base on New Platform	12/30/2012	\$2,724,743

## Appendix C – Project Details

### 8. KCIT: Mainframe Retirement

Milestone	Planned Completion Date	Cost to Reach Milestone
Project Planned	December 2011	\$550,000
Application and Data Conversion Vendor Selected	April 2012	\$880,000
Platform Built-out	July 2012	\$825,000
ADATABASE/Natural Technical Suite:		
Pilot Completed	August 2012	\$1,775,000
Major Production System Converted	December 2012	\$1,870,000
Last Application Converted	March 2013	\$1,450,000
ADATABASE/Natural Technical Suite:		
Pilot Completed	June 2013	\$1,450,000
Major Production System Converted	October 2013	\$1,930,000
Last Application Converted	December 2013	\$965,000
Mainframe Retired	December 2013	\$300,044

### 9. KCIT: Post ABT Implementation Project

Milestone	Planned Completion Date	Cost to Reach Milestone
Design complete	3/15/2012	\$80,000
Project complete	6/30/2012	\$155,000

## Appendix C – Project Details

### 10. KCIT: Top 5 eGovernment Services

KCIT is proposing that the eGovernment opportunities be addressed as three distinct projects:

#### Project 1 – Property Assessment Appeals

<b>Milestone</b>	<b>Plan Date</b>
Project Initiation	August 2011
Business Architecture Analysis	January 2012
Technical Design	May 2012
Initial Deployment of Citizen Facing Form(s)	July 2012
Incremental Implementation of Business Solutions	TBD*
Project Close-Out	TBD*

\* Technology implementation will be dependent on other separate projects, including the Mainframe Re-Hosting Project

#### Project 2 – King County Internet Re-Architecture

<b>Milestone</b>	<b>Plan Date</b>
Project Initiation	July 2011
Service Inventory and Structure Model	August 2011
Citizen Communication Workflow/Architecture and Plan	August 2011
Updated Site Design	November 2011
Master Site Template Development	February 2012
Service Template Development	March 2012
Online Directory Tool Development	March 2012
Unified Communications Tool Procurement	April 2012
Internal Communications and Training	June 2012
Content Migration and Launch	July 2012
Citizen Communications Campaign	TBD
Project Close-Out	October 2012

#### Project 3 – Public Criminal Case Status

<b>Milestone</b>	<b>Plan Date</b>
Project Initiation	February 2012
Business Process Analysis	May 2012
Technical Alternatives and Design	July 2012
Online Inquiry Development	October 2012
Service Implementation with Citizen Communication	November 2012
Project Close-Out	December 2012

## Appendix C – Project Details

### 11. KCIT: Advanced SharePoint Hosting

Milestone	Planned Completion Date	Cost to Reach Milestone
Project Initiation	July 2011	
Requirements Validation	Sept 2011	
Integrated Design	Nov 2011	
Infrastructure Substantially Complete	March 2012	
Intranet Content Migration	Sept 2012	
Project Close-out	Oct 2012	

### 12. KCSC: Juvenile Court Electronic Social Files

Milestone	Planned Completion Date	Cost to Reach Milestone
Detailed business and technical requirements documented	3/30/2012	\$10,967
RFP/procurement process completed	6/30/2012	\$10,967
System designed, developed, and/or configured	9/30/2012	\$232,842
Testing and training completed	12/30/2012	\$10,967
Existing hard copy files scanned, prepped and indexed	3/1/2014	\$124,645

### 13. PH: Jail Health Digitizing X-Rays

Milestone	Planned Completion Date	Cost to Reach Milestone
Business Case Approved	November 2011	N/A
Vendor selected for X-Ray Equipment and Digitizer	February 2012	N/A
Internal prep work completed: IT Electrical Plumbing Carpentry	April 2012	} \$5,000 \$12,000
New System Rollout Completed: Hardware and Software Systems installed Training completed	June 2012	\$171,582
Project Completion	August 2012	Total = \$188,582

## Appendix C – Project Details

### Existing Projects

<b>Dept</b>	<b>Agency</b>	<b>Project Name</b>	<b>Life-to-Date Project Budget thru 2011</b>	<b>LTD Expenditures</b>	<b>Remaining Balance</b>	<b>Project Manager</b>
DA	Assessments	Property Based System Replacement (PBS)	\$983,541	\$949,992	\$33,549	Lilia Wong
DAJD	Adult Detention	ABT Integration	\$245,315	\$77,542	\$167,773	Don DiJulio
DAJD	Adult Detention	Community Corrections Application Migration	\$306,370	\$116,551	\$189,819	Kassie Tadsen
DDES	DDES	Permit Integration	\$5,483,384	\$2,678,070	\$2,805,314	Dawn Johnson
DES	Administration	Accountable Business Transformation (ABT)	\$86,637,147	\$48,963,057	\$37,674,090	Mike Herrin
DES	Emergency Mgmt	Regional Incident Management System (RIMS)	\$738,083	\$0	\$738,083	Jason Gram
DES	Finance	Investment System Replacement	\$176,000	\$144,686	\$31,314	Nancy Laswell
DES	Office of Risk Management	RiskMaster Reporting Upgrade	\$64,900	\$41,672	\$23,228	Katie Moriarty
DES	Records, Elections, & Licensing Services	Assessment of Recorder's Office, Business and For-Hire Licensing System (formerly eREET)	\$150,000	\$17,845	\$132,155	Mark Thompson
DES	Records, Elections, & Licensing Services	Electronic Records Management System (ERMS)	\$4,895,693	\$4,354,283	\$541,410	Nicole Franklin
District Court		DCOR (E-filing)	\$335,460	\$53,965	\$281,495	Cathy Grindle
DNRP	DNRP	Electronic Document. Syst Eval (Constructware Replacement)	\$673,901	\$198,896	\$475,005	Susan McDonald-Wright
DNRP	Parks	Parks Ecommerce	\$24,937	\$14,426	\$10,511	Teresa Achenbach
DNRP	Parks	Replacement of R Base for DOS Program	\$627,732	\$189,665	\$438,067	Helen Subelbia

## Appendix C – Project Details

Dept	Agency	Project Name	Life-to-Date Project Budget thru 2011	LTD Expenditures	Remaining Balance	Project Manager
DNRP	Wastewater Treatment	Mainsaver Conversion to ABT	\$350,000	\$182,364	\$167,636	Werner Hoeft
DNRP	Wastewater Treatment	PRISM Conversion to ABT	\$1,489,250	\$622,176	\$867,074	Susan McDonald-Wright
DOT	Airport	Airport Security Improvements (IT Master Plan)	\$725,000	\$115,950	\$609,050	Kent Sherburne
DOT	Airport	Maximo Upgrade	\$261,840	\$0	\$261,840	Mike Colmant
DOT	Roads	Roads Comprehensive Asset and Maintenance Management (RCAMM)	\$1,039,035	\$415,557	\$623,478	Matt Pope
DOT	Transit	ADA Broker Equipment	\$1,093,245	\$991,961	\$101,284	Janey Elliott
DOT	Transit	Digital Video Replacement	\$938,578	\$843,596	\$94,982	Roland Bradley
DOT	Transit	Dwell Time Reduction	\$5,503,842	\$0	\$5,503,842	Dan Overgaard
DOT	Transit	On-Board Systems (OBSI)	\$23,795,259	\$10,372,995	\$13,422,264	Reta Smith / Martha Woodworth
DOT	Transit	Radio AVL Replacement (RAVL)	\$52,153,721	\$28,912,754	\$23,240,967	Hai Phung
DOT	Transit	Real Time Information Signs (RTIS)	\$6,327,899	\$394,299	\$5,933,600	Linden
DOT	Transit	Regional Fare Coordination Enhancements	\$3,554,303	\$371,480	\$3,182,823	
DOT	Transit	Rider Information Systems - Bus Tracker	\$458,699	\$1,059	\$457,640	Linden
DOT	Transit	Rider Information Systems - IVR	\$479,764	\$115,411	\$364,353	Berbert
DOT	Transit	Rider Information Systems - TABS	\$2,298,163	\$1,951,258	\$346,905	Berbert
DOT	Transit	RideShare Technology	\$325,841	\$259,128	\$66,713	Karen Martin
DOT	Transit	Transit Data Infrastructure Replacement	\$3,200,000	\$0	\$3,200,000	
DOT	Transit	Transit Fiber	\$1,162,000	\$0	\$1,162,000	

## Appendix C – Project Details

Dept	Agency	Project Name	Life-to-Date Project Budget thru 2011	LTD Expenditures	Remaining Balance	Project Manager
		Replacement				
DOT	Transit	Wireless Transit Signal Priority	\$305,835	\$0	\$305,835	Toone
KCIT		Business Continuity	\$3,857,548	\$3,485,314	\$372,234	Sonja Rowland
KCIT		Data Center Relocation 2008	\$9,862,769	\$8,858,226	\$1,004,543	Cheryl Boudreau
KCIT		IT Project Management - Phase II	\$450,193	\$375,649	\$74,544	Gary Tripp
KCIT		JJWeb Remediation	\$2,290,108	\$1,420,979	\$869,129	Donna Frisk
KCIT		Mainframe Application Migration	\$200,000	\$0	\$200,000	
KCIT	RCS	800 MHz Trunked Radio System Sprint/Nextel Rebanding	\$400,000	\$0	\$400,000	David Mendel
KCIT	RCS	Distributed Antenna Network (Radio System Enhancements)	\$546,368	\$28,409	\$517,959	David Mendel
KCIT	RCS	Emergency Radio Replacement	\$1,300,502	\$770,221	\$530,281	David Mendel
KCIT	RCS	Puget Sound Next Generation Radio Voice/Data System	\$81,305	\$61,304	\$20,001	David Mendel
KCIT	RCS	Radio Infrastructure Facility and Tower Grounding	\$584,561	\$189,010	\$395,551	David Mendel
KCIT	RCS	Radio Tower Repair Work	\$172,283	\$5,535	\$166,748	David Mendel
KCIT	RCS	South Loop Microwave Replacement	\$3,161,269	\$3,029,803	\$131,466	David Mendel
KCIT	RCS	VHF/UHF Narrowbanding	\$573,813	\$69,848	\$503,965	Carl Reitz
KCIT		Countywide Telephony System Replacement Phase II (IPT)	\$18,585,050	\$45,535	\$18,539,515	Barbara Ivery
KCIT		Executive Branch IT Reorganization	\$2,876,633	\$2,455,507	\$421,126	Sharon Glein
KCIT		Information Security and Privacy Program	\$3,401,990	\$3,270,715	\$131,275	Donna Frisk
KCIT		Integrated Document Exchange	\$961,345	\$63,357	\$897,988	Kassie Tadsen

## Appendix C – Project Details

<b>Dept</b>	<b>Agency</b>	<b>Project Name</b>	<b>Life-to-Date Project Budget thru 2011</b>	<b>LTD Expenditures</b>	<b>Remaining Balance</b>	<b>Project Manager</b>
KCIT		ISP - DMZ	\$737,720	\$217,705	\$520,015	Sonja Rowland
KCIT		ISP - Internet Gateway Filter	\$561,926	\$0	\$561,926	Sonja Rowland
KCIT		Payment Card Industry (PCI) Compliance	\$346,576	\$0	\$346,576	Sonja Rowland
KCIT		Performance Measurement	\$245,591	\$119,764	\$125,827	Gary Tripp
PAO	Prosecuting Attorney's Office	Prosecutor Case Management	\$96,276	\$85,253	\$11,023	Kassie Tadsen
KCIT	Prosecuting Attorney's Office	Juvenile Workflow & Req. Sub-Project	\$55,042	\$2,509	\$52,533	Donna Frisk
Public Health	Public Health	CBD/CAD Integration at NORCOM	\$124,300	\$469	\$123,831	Linda Culley
Public Health	Public Health	CBD/CAD Integration at Valley Communications	\$279,465	\$0	\$279,465	Linda Culley
Public Health	Public Health	Health Information Technology Improvement Project	\$1,858,023	\$391,175	\$1,466,848	Kristi Korolak
Public Health	Public Health	Jail Health Medication Packaging	\$752,829	\$421,199	\$331,630	Brandi DeFazio
Public Health	Public Health	System-Wide Enhanced Network Design (SEND) Strategic Initiative	\$1,026,974	\$320,733	\$706,241	Michele Florde
Sheriff's Office	Sheriff's Office	Electronic Scheduling System-ABT Integration	\$895,745	\$0	\$895,745	
Sheriff's Office	Sheriff's Office	IRIS/TESS Replacement Project	\$6,034,689	\$1,856,791	\$4,177,898	Judy McDermott
Sheriff's Office	Sheriff's Office	Laboratory Information Management System	\$267,638	\$0	\$267,638	
Sheriff's Office	Sheriff's Office	New Generation AFIS (NGA)	\$3,929,668	\$2,429,585	\$1,500,083	Patty Klopp
Sheriff's Office	Sheriff's Office	Wireless CAD Upgrade	\$507,455	\$262,800	\$244,655	Ken Rhodes
Superior Court	Superior Court	Juvenile Court Orders Electronic Forms (E-Orders)	\$301,215	\$71,947	\$229,268	Hugh Kim



## Appendix C – Project Details

<b>Dept</b>	<b>Agency</b>	<b>Project Name</b>	<b>Life-to-Date Project Budget thru 2011</b>	<b>LTD Expenditures</b>	<b>Remaining Balance</b>	<b>Project Manager</b>
Superior Court	Superior Court	KCMS Juvenile (formerly Children & Family Data Integration Technology)	\$303,973	\$32,537	\$271,436	Hasuko Roycee
<b>Total</b>			<b>\$274,435,579</b>	<b>\$133,692,517</b>	<b>\$140,743,062</b>	

## Appendix C – Project Details

### Equipment Replacement Summary

Department	Division	2012 Budget Appropriation
Assessments		\$172,011
DAJD		\$168,477
DCHS		\$92,750
DES	Records and Licensing	\$45,073
DES		\$377,851
DJA		\$194,607
DNRP	Directors Office	\$35,191
DNRP	GIS	\$73,250
DNRP	Parks	\$101,505
DNRP	SWD	
DNRP	WLRD	
DNRP	WTD/Industrial Waste	\$11,035
DNRP	WTD/KSC	\$193,580
DNRP	WTD/South Plant	\$119,000
DNRP	WTD/West Point	\$43,000
DOT	Airport	\$36,000
DOT	Fleet	\$35,775
DPH	DPH Tablet PC Replacement	
DPH		\$500,000
Elections		\$145,611
KCIT	Distributed Systems Services	\$112,575
KCIT	Enterprise Messaging (MES)	\$0
KCIT	Enterprise Operations	\$0
KCIT	Enterprise Web	\$155,068
KCIT	INET	\$0
KCIT	Integrated Solutions Center	\$0
KCIT	Main Frame	\$0
KCIT	Telecom	\$0
KCIT	Wide-Area Network	\$713,992
Superior Court		
<b>Total</b>		<b>\$3,326,351</b>