STRATEGIC INFORMATION TECHNOLOGY PLAN 2020 – 2023

2021 Update

April 30, 2021

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II. Executive Summary

Focusing on innovation and providing digital access to technology, data and information for all people, the King County Strategic Information Technology Plan (SITP) 2020 – 2023 sets out to create a digital environment where King County's communities are connected and have a vested interest in engaging and interacting with local government. Connected communities provide an opportunity for King County to understand customer pain points, future needs of individuals and businesses alike, digital accessibility for all, and desires for a responsive local government on key social issues. The plan centers on the development of a **dynamic government marketplace, called King County Connect**, where any individual can **find, learn, transact, and participate in thriving communities by expanding digital access to King County services, resources, and information**.

The Strategic Information Technology Plan provided the roadmap for the next four years to reimagining King County government services delivery, which is both enabled and driven by technology. As a regional government, providing an array of services throughout the county, and a local government, providing services to the estimated 247,000 residents in the unincorporated areas, King County has many opportunities to lead the way in using technology for the advancement of communities by changing the delivery mechanisms for its services ranging from community health and human services, to mobility services, to parks and open spaces, and all services in between.

In 2020, the global COVID-19 pandemic affected King County in many ways. When the pandemic hit, 2.5 months into the SITP, the need to connect communities, connect data, and connect government meant quickly shifting into a new normal of technology adaptations. With a changed world in 2020, King County quickly needed to deliver services – not simply as a matter of convenience – but as a public health necessity in new and different ways. This "last mile connectivity" where engagement with the public wherever they were was critical. By focusing on innovation and providing digital access to technology, data, and information for all people, the SITP set out to ensure King County's communities were connected and had a vested interest in engaging and interacting with local government.

The six guiding principles that informed SITP work and 2020 accomplishments include:

1. Convenient – Accessible anytime and anyplace for speed and ease.
2. Efficient – Deliver rapidly transformative services that add value.
3. Equitable – Enable all communities to access and engage in the digital economy.
4. Responsible – Act sensibly with the use of public resources.
5. Seamless – Link to information, people, government, and services being requested.
6. Transparent – Share information with communities and policy makers while protecting data.
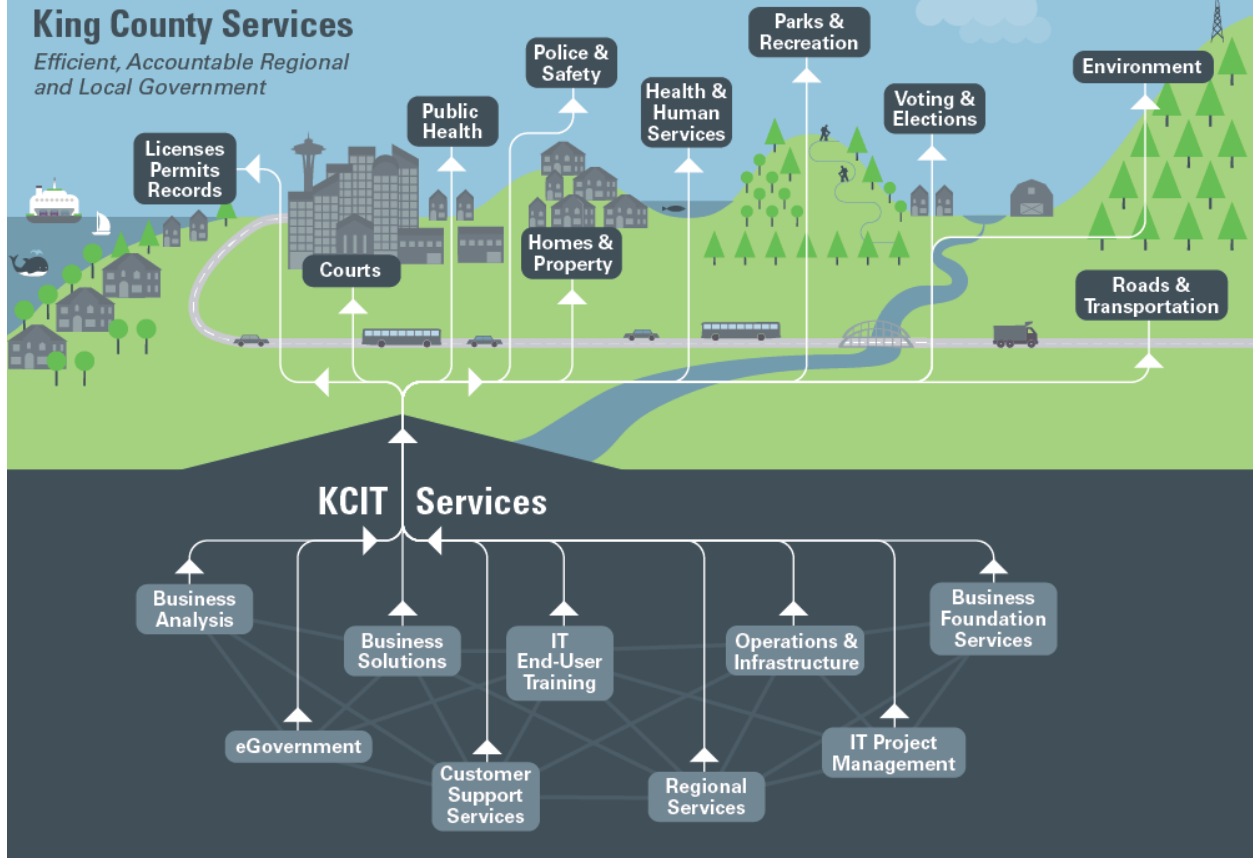
This is the 2021 update on how King County's SITP gave the County the foundational mindset for re-imagining service delivery in the County – by getting closer to the public – which helped County employees pivot services to best support the community during these disruptive times.

III. Background

Department of Information Technology

King County's Department of Information Technology (KCIT) provides the information technology infrastructure for King County's most critical services, as shown below.

KCIT PROVIDES THE FOUNDATION FOR MANY OF KING COUNTY'S MOST CRITICAL SERVICES

KCIT provides products, services, and capabilities that support and engage the community and employees. Departments and agencies within King County use technology in almost every aspect of service provisioning and delivery to the public.

Current Context: The last year has driven reliance on technology and KCIT like at no other time in County history. KCIT has worked to ensure that the County was prepared to deal with the pandemic, weather events, elections, cyber incidents at the state, and current social events. With the SITP providing a foundational mindset for re-imagining service delivery in the County – by getting closer to the public and employees – helped KCIT rapidly pivot services using technologies to best support the community during these disruptive times. In addition, KCIT continued to focus on how to reach served, underserved, and not served communities in ways beyond the physical locations but through digital and community-based organizations.

KCIT's pandemic response included, but was not limited to:
• network, help desk and communication support for field sites and hospitals;

- support for Health and Medical Area Command (HMAC);
- implementing video technology of Zoom and Microsoft Teams;
- development of solutions including bed availability, Public Information Center;
- security and privacy of data reviews for new and existing technology solutions ;
- improvements in 911 call information to track COVID-19 issues and call response;
- supporting over 5,500 telework employees ;
- increasing internet bandwidth for local jurisdictions and school districts via I-NET;
- video conferencing for jury selection and remote witness testimony and,
- digital equity grants to community based organizations.

KCIT's continues to support making King County a welcoming community where every person can thrive.

IV. Report Requirements

King County Code (KCC) section *2A.380.200 Technology Business Plan - Strategic Information Technology Plan (SITP)* describes the purpose and content of the SITP. Pursuant to the KCC requirements, annual updates are provided by April 30th. This 2021 update provides a progress-to-date report on how the County is proceeding in achieving goals outlined in the SITP, the roadmap for reimagining King County government services delivery, which is both enabled and driven by technology.

The three main objectives for the SITP are: Connected Communities, Connected Data and Connected Government. When these objectives were set, KCIT foresaw the need of using technology to deliver government services directly to constituents, regardless of location. Never was it imagined, nor expected, how much the global COVID-19 pandemic would accelerate this need.
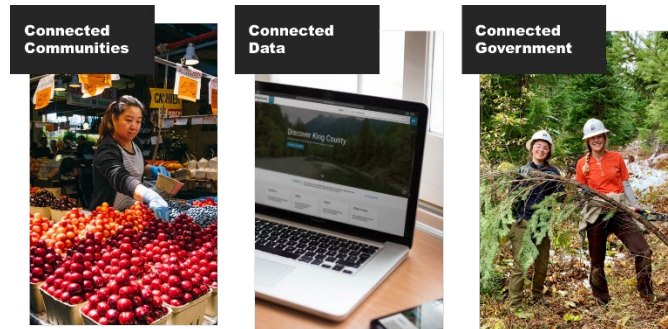
What has enabled the County to react so quickly to remote work, mass vaccination services, eviction and rental assistance—many of these net new services in 2020 — three trends emerge: first, the County continued making investments in impactful technology including core infrastructure and applications; second, the County saw powerful partnerships form between the County, other public sector, private sector, and non-profit agencies; and third, technology solutions previously considered "nice to have", like communication and collaboration tools, became mission-critical overnight.

The three trends helped accelerate change. The continued and necessary investments in technology enable modern service delivery. This investment includes upgrades to core infrastructure like fiber, emergency radio and 911 as well as application suite like deploying robotic process automation (RPA) for business and workflow automation. This work manifested in work or improvements in omnichannel engagement, expanding broadband/wireless coverage, and service automation.

Public, private, and non-profit partners came together like never before, harnessing collective resources and energy to support the community's pandemic response and recovery. KCIT provided additional bandwidth to cities and school districts via I-NET. Local companies, Microsoft and Amazon, provided

technology support to KCIT to ensure the County had resources to meet emerging needs and could scale to support operations.

And lastly, nice-to-have technology became mission-critical overnight. The need to ensure these systems remained reliable and secure is more critical than ever. County employees transitioned to remote work quickly with near seamless operations because of investments in modern collaboration and communication tools. Several contactless or touchless technology solutions to help keep employees and customers safe were deployed. Technology provides the service delivery mechanism for residents, businesses and employees to access County and community-based services whenever and from wherever they need. Telehealth, virtual public meetings, and virtual court operations became routine. Electronic forms and signatures with electronic notary services helped county operations continue without service interruptions.

Over the last year, business and organizational resiliency served as a constant reminder that technology investments are crucial for the continuing provide seamless delivery of services. KCIT continues to implement cloud technologies, promote business intelligence and analytics for data driven, digitization of paper processes and automation, promoting mobility for employees and residents, and using social networks and nodes to expand engagement and interactions with government. These lessons learned will continue to inform current and future work.

The SITP lays out the roadmap to align County technology and business investments, leverage external public and private partnerships, and unleash the power of the County's data to create and enhance new experiences for members of the community and to connect the community to government and each other.

Goal: Connected Communities
King County Connects: Service delivery and access to information can be conducted at a County office, over the phone, using online chat, video, text messaging, social media, mobile app, robotic processing, or through the County web page. Regardless of the engagement method that an individual prefers, the information will be presented by another person or technology in a way that is personalized to an individual's preference including language or accessibility needs.

Priorities
Use King County Connect Marketplace to increase engagement points available for constituent interactions and requests, to request and receive services, and to interact in native language for government services and information.
- Design multi-experience channels into all technical and non-technical solutions to increase engagement points and not have dependency on any specific delivery channel.
- Create one-stop transaction exchange that communities can easily locate the services or information needed from King County and arrange for those services.
- Improve process automation to better deliver services and process workflows within and across departments and agencies.
- Access to delivery channels do not create hardships or disadvantages to any group or population.

Promote and expand government innovation by using cloud, data and automation to deliver government services remotely (at home, through public/private partnerships, or at alternate locations

using Kiosks or other technology). These actions will reduce the transportation required by individuals to access government services.

- Expand text messaging, social media and video options within technical and non-technical solutions to increase engagement, thereby reducing the burden for transportation and travel time to facilities.
- Reduce dependence on physical locations and enable mobility solutions to conduct business with the County.
- Increase presence of digital services available to customers.

Use the recommendations from King County Department of Information Technology's broadband access study to further promote and expand digital equity for not served and underserved communities through public and private partnerships and utilization of government assets.

- Leverage opportunities and policies, including dig once, to increase broadband through public / private partnerships.
- Provide digital literacy opportunities to community support organizations to develop future talent pipelines.

Support non-profits by providing technical assistance through volunteer opportunities for technology teams, on-the-job training for non-profit work programs, or additional technical services;

- Support community-based organizations with on-loan tech talent to provide technical support or assist with technology needs of organizations.
- Provide opportunities for on-the-job technical training through partnerships with education and community-based organizations.

Expand use of technology to ensure services are delivered and optimized for via mobile devices

- Access and connection to services from King County are optimized for mobile devices and engagement can occur at home, at the office, at a King County facility, or a county partner's facility.
- Support multi-delivery channels that do not create hardships or disadvantages to any group or population.

Goal: Connected Data
Unleashing Data: King County will use the vast amount of information that it possesses, coupled with partner data, to create insights that will assist County employees in delivering better outcomes and providing meaningful information to the community. Data is the cornerstone of the technology plan; integrating information sources and providing powerful tools to analyze the data will enable the creation of new insights and provide the ability to improve results. King County's customers, employees, and partners will share information and have access to information they need to achieve breakthrough results.

Priorities
Safeguard data entrusted to the County by community members, manage risk and compliance per regulatory frameworks, and ensure modern approaches to cybersecurity, risk management and compliance practices.

- Protect and secure private information from external and internal threats.

- Identify approaches and ways to rationalize data collection requirements across the County as part of integrated technology solution review.
- Leverage existing commercial solutions available to limit the creation or storing of credentials or private information unless necessary to conduct or transact business.
- Update privacy practices and notifications on data collection and use.

Use data to ensure access to services and information, regardless of where the engagement occurs, are timely, relevant and delivered upstream where the needs are greatest and provide for successful outcomes.
- Create a data and transaction exchange / interfaces that enables partners, including non-profits and other jurisdictions to exchange information with King County in a secure manner.
- Redesign business processes to leverage partner organizations in communities.
- Structure information and services so emerging technologies can be easily incorporated into the service delivery model.

Support and expand transparency of performance of King County government through performance metrics, dashboards or open data.
- Create an analytical workspace for data that can be brought together from multiple sources to provide a broader perspective and richer insights.
- Support transparency with public dashboards on topics of importance to the public.
- Create data exchange with service providers where Information is used to promote better outcomes for clients receiving services from or on behalf of King County.

Modernize approach to risk management for technology including scenario and threat planning, strategic responses for operational and financial management of risks, and ethical considerations to emerging technologies.
- Model risks to determine importance and impact to King County resiliency.
- Update privacy and data practices to include analysis of emerging technologies against local ordinances, state and federal regulations.

Support regional transportation mobility innovation for first or last mile connections and proactively implement intelligent mobility solutions that reduce the County's carbon footprint
- Implement and support next generation technology for intelligent mobility solutions that reduce the County's carbon footprint.
- Create a safer and more secure mobility system through improved information collection and analytics.
- Improve mobility by facilitating integration between modes of transportation and creating new ways to move people from when they are to where they want to be.

Goal: Connected Government
Seamless Government: King County will create a digital marketplace for government services. This will include mediating transactions between departments and across government entities so that an individual can find the service or information that one is seeking in alignment with no wrong door approach to getting service. The digital marketplace will provide a catalog of services in a manner that is understandable to an individual. It will leverage emerging technologies to provide the capabilities for intelligent search like Google's capabilities. Information security, accessibility, and digital identity will be

managed as part of the marketplace to ensure that user information is secured and protected. The marketplace will be used by the community to access services, complete transactions, and convert data into useful information. King County employees will use the marketplace to inform their work, develop automated workflows, assist customers, and to derive powerful insights from data and reporting to drive successful outcomes by using the data.

Seamless government objective establishes a consistent marketplace for government services in King County by aligning technology investments, King County will create standard electronic methods for delivering services, routing requests, reporting, integration, identity management, and interfacing with external entities. The use of electronic forms and signatures, automated routing, and speech recognition capabilities can augment delivery of services. Initially, the marketplace will connect communities to county services, and over time, the capability will expand to provide access to services provided by other entities, such as other jurisdictions or not-for-profit organizations.

Priorities
Implement process automation to eliminate or reduce paper consumption, storage, and warehouse costs for paper intensive processes, leading to a potential reduction of millions of pages of paper annually, saving trees, and reducing water consumption
- Increase presence of digital services available to reduce dependence on physical locations to conduct business with the County.
- Leverage and expand access and workflows that process community requests in a seamless and transparent manner.
- Leverage technology to coordinate service delivery within the County and with partner organizations to expand community access to services and information regardless of which organization is directly responsible for providing the service.

Implement modern workplace that promotes collaboration and utilizes technology like digital assistants and virtual / augmented reality technology to allow employees to focus on delivering services and improve user experiences
- Implement emerging technologies to grow innovation where technology is the engine for continuous improvement and create new ways for government to meet the needs of communities and employees.
- Redesign business processes to incorporate emerging technologies to expand services for communities and employees.
- Continue to modernize technical solutions using cloud, data and automation to deliver government services in new ways.
- Reimagine employee experience from hire to retire stream leveraging technology and process improvements.

Implement shared services to create synergies and gain efficiencies and effectiveness across the King County enterprise, improving fiscal stewardship of public resources
- Establish or expand internal services catalogues so that a function is created once and re-used many times across solution environment (for example, validating an address) and across multiple channels.

- Make services and/or applications, where appropriate, available both internally and externally through secure API's (Application Program Interface) or other appropriate technologies enabling seamless connections across organizations

Create technology talent pipeline externally within communities by providing technology assistance to educational institutions or non-profit programs; or internally through employee development opportunities to include modern learning platforms and skills development through vendor partnerships.
- Develop talent pipelines for Communities of Opportunity through internships and participation and support of activities to open pathways to future careers.
- Invest in learning and development opportunities for employees to grow and develop to create new and exciting ways to deliver government services.

Build cross-jurisdictional partnerships to address government delivery of services
- Support collaboration opportunities for rapidly changing government service delivery model.
- Facilitate standard data sharing agreements for information exchanges between jurisdictions.

V. 2020 – Strategic Information Technology Plan Update Summary

The **2020 – 2023 Strategic Information Technology Plan** is focused on connected communities, connected data, and connected government. This focus promotes community engagement, electronic commerce and mobility, a need for real-time data to make informed policy and service delivery decisions, to provide mitigation of risk and the opportunity for improvements. This forward looking orientation allows King County to deliver on technology investments. Highlights are listed below.

Health and Human Services
- **Covid-19 Community Dashboards** are on the web. Hosted by Tableau in the cloud, sensitive data is segregated per regulations.
  https://kingcounty.gov/depts/health/covid-19.aspx

- **Eviction Prevention and Rent Assistance** support households economically impacted by the coronavirus.
  https://kingcounty.gov/depts/community-human-services/COVID/eviction-prevention-rent-assistance.aspx

- **Senior Tax Exemption.** Seniors, veterans or disabled homeowners can check if they're eligible for property tax breaks easily on-line. http://taxrelief.kingcounty.gov/

- **Medical Examiner's Office** Case Management is providing automated workflows, electronic board status and mobile capabilities for employees while performing state-mandated services related to all deaths reported with King County and the greater Seattle area.

- **Law Enforcement Assisted Diversion (LEAD)** is a collaborative community safety effort that offers law enforcement a credible alternative to booking people into jail for criminal activity that stems from unmet behavioral health needs or poverty. The new app allows for the monitoring,

tracking, and reporting needed to manage the current caseload and will support future growth across King County. The new database developed in partnership with Microsoft and the Public Defender Association (operators of LEAD) allows for monitoring, tracking, and reporting needed to manage the current caseload and will support future growth across King County. https://www.kingcounty.gov/depts/community-human-services/mental-health-substance-abuse/diversion-reentry-services/lead.aspx

- **Integrated data analytics on** aggregate and client-level data from multiple providers informs community health decision makers.

Legal System
- **Court Appointments Text Messages Reminders** allow individuals to keep track of appointments.

- **Courts and Jury Management** are now virtual. https://kingcourts.jpjuroraccess.com/login

- **Digital Evidence** is now shared between police, prosecution, and defense via Evidence.com.

Healthy Environment
- **Hazardous Waste Service** is now on multiple channels: in-person, phone, kiosks, email, online chat, co-browsing, messaging, social media and the website. https://kingcountyhazwastewa.gov/households

- **Noxious Weeds Mobile App** enables the public to identify and locate dangerous plants by geotagging location to photographs, and message us 24/7. This received several national tech innovation awards. https://kingcounty.gov/services/environment/animals-and-plants/noxious-weeds.aspx

- **Roadworks Storm Drains Inspection** is now automated by mobile data collection to better manage over 20,000 drains within 1,500 miles of unincorporated county roads.

- **Wastewater Treatment** Facilities use electronic tablets for inspection. Abnormalities are automatically flagged for detecting issues and impending equipment failure.

Mobility and Transportation
- **Regional Reduced Fare On-line enrollment** increases transit access for disabled persons, seniors, and low-income customers. https://reducedfare.kingcounty.gov/

- **Telematics** captures and integrates mileage and bus diagnostics to better manage fleet and improve transportation.

- **Transit Business Intelligence Resource Data (T-BIRD) data** first phase delivered transactional and master data from five key transit operational data sources into one consolidated platform

to support near real-time and daily dashboards for business areas such as vehicle maintenance, on-time transit performance, and ridership reporting.

Efficient, Accountable Government

- **E-Procurement System** streamlined business processes and strategic procurements by providing online bidding, use of self-service portal and derive insights from online bid data. https://www.kingcounty.gov/depts/finance-business-operations/procurement/for-government/NEW-Agency-Services/PTM.aspx

- **Puget Sound Emergency Radio Network (PSERN)** new network digital core went live on October 22, 2020, including activation of a new digital core and replacement of 144 9-1-1 dispatch consoles.

- **Microsoft Skype to Teams** Migration provides for an enhanced remote collaboration during mandated teleworking due to pandemic.

- **Concur Travel and Expense** allowed King County to modernize the way employees book travel and submit expenses. The new experience will make it easy to book and easy to file expense reports when returning home. https://www.kingcounty.gov/depts/finance-business-operations/procurement/for-government/NEW-Agency-Services/PTM.aspx

- **Drawing Management Control System** addresses the need to organize, maintain, access, and archive electronic record drawings and interface with CAD systems to update critical schematics and provide remote wireless access while employees are out in the field more efficiently.

- **Electronic HR Records** solves the current critical needs caused by the response to the pandemic and remote workforce.

- **NEOGOV Expansion** supports remote and on-site large and complex workforce in learning, performance, on/off boarding and employee engagement.

- **KCWebOne intranet** supports employee communications and engagement for employees with or without county email addresses.

- **Broadband Technology Access Study** assesses both the availability and affordability of internet connectivity for underserved and unserved communities. https://kingcounty.gov/depts/it/services/cable-communications/broadband-access-study.aspx

VI. Conclusion

Work continues to deliver upon connected communities, connected data, and connected government. Omnichannel engagement, business and organizational resiliency, and digital equity continues. Technology investments continue to align with the direction for the SITP using well established methodology for funding projects and improvements. Annual reporting will update on the progress of achieving measurable outcomes.

Appendix A: King County Code - Strategic Information Technology Plan

King County Code (KCC) section 2A.380.200 Technology Business Plan - Strategic Information Technology Plan (SITP) describes the purpose and content of the SITP. Beginning in 2019, and every fourth year thereafter, the chief information officer shall prepare a strategic information technology plan for council adoption by motion. The strategic information technology plan, and the motion for adoption of the plan, shall be transmitted to council by December 31 of the year it is prepared, with annual updates provided by April 30 starting in the year two of the four-year plan. The plan should include, for the subsequent four calendar years:

1. A vision statement for the coordination of technology management and investment across the county;
2. A description of the current environment, strengths, weaknesses, opportunities and challenges for individual planning issue areas;
3. A list of recommended objectives, with description;
4. The approach to achieve the desired outcomes for each strategic objective;
5. The accomplishments towards meeting objectives from previous approved strategic plans, when objectives have not been met and a discussion of the obstacles towards meeting those objectives;
6. Appendices supporting the recommended objectives; and
7. Appendix defining appropriate strategic performance metric or metrics for each recommended objective in the plan. (Ord. 18802 § 1, 2018: Ord. 18432 § 8, 2016).

Appendix B: Project Benefit Achievement Results

King County Code 2.16.025 requires the development and transmittal of a report on the benefits achieved from technology projects to occur every other year. Preliminary results for 2019 - 2020 indicate:

In total, the BAP (Benefit Achievement Plan) report will include 104 BAPs, of which:
   – 59 are for projects that have an active status
   – 26 are for completed projects with final BAPs
   – 12 are for new projects approved in the 2019-2020 biennial budget
   – 4 are for projects that are on hold

Breakdown of BAPs by Type

BAP Type	Count	% of Total
Completed Projects - Final BAPs	26	25%
Completed Projects – Updated BAPs	7	7%
Underway Projects	59	57%
New Projects Approved in the 2019-2020 Biennial Budget	12	12%
TOTAL	**104**	**100%**

BAPs by Department by Project Status

| Department	Completed Projects		Underway & New Projects	Total Count
	Final BAPs	Will Report Again		
King County Metro (KCM)	4	2	23	29
Information Technology	6	0	14	20
Executive Services	4	3	7	14
Natural Resources & Parks	3	2	6	11
Other Departments	9	0	21	30
TOTAL	**26**	**7**	**71**	**104**

Out of 33 closed projects:

   – 26 are final BAPs
   – 7 need more time to realize and measure benefits

In total, the BAP (Benefit Achievement Plan) report will include 26 BAPs, of which:

- 15 projects have met or exceeded the target benefits
- 6 projects partially met the benefits
- 1 project was completed and did not meet target benefits:
    - KCIT Cybersecurity Enhancement
- 4 projects did not meet the target benefits and were either cancelled, or re-scoped and initiated into a new project:
    - DNRP Parks Facilities Scheduling System Replacement
    - KCIT Project Royale
    - KCM Video Management System (VMS) and On-Board Camera Management System
    - King County Superior Court (KCSC) Family Treatment Court

Because of significant prior investments, the County has shown resiliency over the last year in weathering the pandemic and lessening its impact on operations:

Project Distribution by Primary Benefit Category Over the Last Six Years
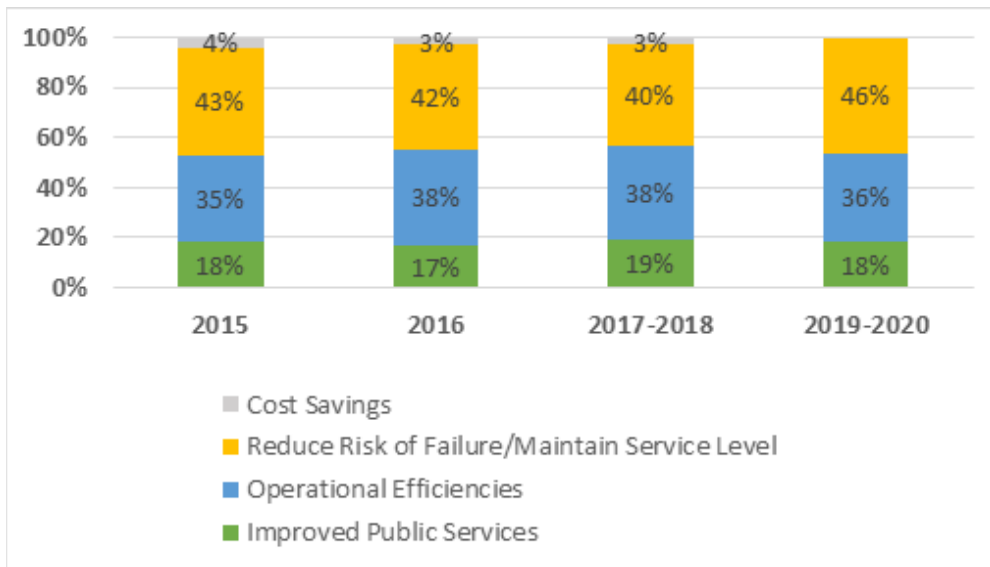
Further information on each project and their reported benefit plans and results can be seen in the IT Benefits Report for Year Ending 2019 – 2020 created by the Office of Performance, Strategy, and Budget and transmitted to Council in April 2021.