

STRATEGIC INFORMATION TECHNOLOGY PLAN 2024 – 2027

2025 Update

April 29, 2025



King County

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II. King County Code

2A.380.200.B Technology business plan - strategic information technology plan.¹

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;²
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. 19654 § 6, 2023: Ord. 18802 § 1, 2018: Ord. 18432 § 8, 2016).

¹ Link to [King County Code Section 2A.380.200.B](https://aqua.kingcounty.gov/council/clerk/code/05_Title_2A.htm): https://aqua.kingcounty.gov/council/clerk/code/05_Title_2A.htm

² The term ‘objective’ is used interchangeably with ‘goal’ throughout this strategic plan, consistent with information technology strategy nomenclature. ‘Goal’ tends to refer to the higher-level objectives.

III. Executive Summary

As required by King County Code section 2A.380.200, this annual update offers a status report on King County's accomplishments towards achieving the five goals defined in the Strategic Information Technology Plan (SITP) 2024-2027. Each goal has a corresponding set of initiatives (discrete and measurable bodies of work).

This status update report describes the progress of all 56 strategic initiatives identified in the SITP 2024-2027. Capital IT projects are also aligned and prioritized to support the five goal areas. In summary, King County accomplished the following in 2024:

- Four strategic IT initiatives were completed
- 14 capital IT projects (over \$100,000 each) were completed
- Completed projects received a median "success score" of 81.5 percent

In addition to the four initiatives completed in 2024, another 27 strategic IT initiatives are currently underway. In total, 21 initiatives are currently scheduled to be completed in 2025.

It is an IT industry best practice to continuously improve and refine strategy.³ As anticipated, timelines and deliverables for the initiatives identified in the SITP 2024-2027 have been adjusted to reflect the progress, learnings, issues, and other factors that typically impact a digital environment. For full transparency, all changes from the SITP 2024-2027 are noted in this report. New initiatives were also added to the strategy portfolio in 2024 and are denoted in the progress report section of this document.

King County also made several improvements to the IT Investment Process in 2024.⁴ The Business Management Council (the advisory body that recommends IT investments) now uses a set of 10 weighted criteria to compare and prioritize projects to better reduce King County's overall technical debt and align with goals in the SITP 2024-2027.⁵ ⁶ For the first time, existing projects that need additional appropriation and new technology projects were evaluated together. This holistic look at all projects has improved King County's ability to determine what funding and staffing resources are needed and available to deliver quality IT solutions on time.

³ Link to [Keep Your Strategy and Execution on Track to Deliver Success](https://www.gartner.com/document-reader/document/4020025?ref=solrAll&refval=458287346): <https://www.gartner.com/document-reader/document/4020025?ref=solrAll&refval=458287346>

⁴ Link to [2026-2027 IT Investment Process Guidance](https://kc1.sharepoint.com/sites/EXEC-BUDGET/IT-Investments/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FEXEC-BUDGET%2FIT-Investments%2FShared%20Documents%2FIT-Investments-Guidance%2F2026-27%20IT%20Investment%20Process%20Guidance%2Epdf&parent=%2Fsites%2FEXEC-BUDGET%2FIT-Investments%2FShared%20Documents%2FIT-Investments-Guidance): <https://kc1.sharepoint.com/sites/EXEC-BUDGET/IT-Investments/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FEXEC-BUDGET%2FIT-Investments%2FShared%20Documents%2FIT-Investments-Guidance%2F2026-27%20IT%20Investment%20Process%20Guidance%2Epdf&parent=%2Fsites%2FEXEC-BUDGET%2FIT-Investments%2FShared%20Documents%2FIT-Investments-Guidance>

⁵ As defined in the SITP 2024-2207, "technical debt" refers to the future costs incurred by postponing IT upgrades and replacements. The increasing maintenance costs of carrying King County's technical debt reduces the resources available for innovation, and risks weakening the County's security posture.

⁶ Link to [10 weighted criteria](https://www.bing.com/search?q=agile+approach+to+change&gs_lcrp=EgRIZGdlKgclABBFGMIDMgclABBFGMIDMgclARBFGMIDMgclAhBFGMIDMgclAxBFGMIDMgclBBBFGMIDMgclBRBFGMIDMgclBhBFGMIDMgclBxBFGMID0gELNTY2MzExNmowajSoAgiwAgE&FORM=ANAB01&PC=U531):

https://www.bing.com/search?q=agile+approach+to+change&gs_lcrp=EgRIZGdlKgclABBFGMIDMgclABBFGMIDMgclARBFGMIDMgclAhBFGMIDMgclAxBFGMIDMgclBBBFGMIDMgclBRBFGMIDMgclBhBFGMIDMgclBxBFGMID0gELNTY2MzExNmowajSoAgiwAgE&FORM=ANAB01&PC=U531

The current state of King County’s information technology was described in the SITP 2024-2027 using a strengths, weaknesses, opportunities, and challenges (SWOC) analysis. Key findings from the SWOC assessment did not change significantly in 2024. These findings include:

- High “technical debt,” or the future costs incurred by postponing IT upgrades and replacements. The increasing maintenance costs of carrying King County’s technical debt reduces the resources available for innovation, and risks weakening the County’s security posture.
- Limited data-sharing agreements or clear rules for sharing data between agencies. “Data silos” (pockets of disconnected, non-standardized data owned by separate agencies) make it difficult to know where community needs or impacts are greatest.
- Opportunities to create efficiencies by: leveraging enterprise platforms, reducing the hundreds of applications currently supported, and automating manual workflows with improved data tools and artificial intelligence (AI).

IV. Background

Department Overview:

The King County Department of Information Technology (KCIT) supports King County employees, other regional governments, and the public with a wide array of innovative technology services. The County’s Chief Information Officer (CIO) serves as the department director.⁷ KCIT delivers enterprise and executive branch technology solutions. The County’s legislative and judicial branches, along with separately elected-led agencies, contract with KCIT or hire their own staff to deliver agency-specific information technology solutions that are built on enterprise infrastructure and platforms.

Within adopted budgets, KCIT plans, operates, and supports the County’s IT infrastructure. Primarily, this involves maintaining and modernizing the County’s robust technology portfolio. Technology is a vital component of every King County departments’ business operations. KCIT supports approximately 20,000 laptops, plus mobile devices, AV equipment, and other critical IT hardware; County employees rely on hundreds of software applications (apps) to complete their daily work and deliver services to the public. KCIT supports secure and efficient digital workplaces by managing the County’s:

- Infrastructure and cloud technologies;
- Network and wi-fi at County facilities;
- Software applications, databases, and data visualization tools;
- Employee computers, mobile devices, and other IT equipment;
- Communication platforms and audio/visual (AV) equipment; and
- Information security.

KCIT also oversees countywide resources such as the countywide employee intranet platform and the public website (kingcounty.gov). King County’s website receives 1.5 million visitors per month, making it

⁷Link to [King County Code Section 2A.380.200.B](https://aqua.kingcounty.gov/council/clerk/code/05_Title_2A.htm): https://aqua.kingcounty.gov/council/clerk/code/05_Title_2A.htm

the County’s virtual “front door” and the principal means for the public to engage with County departments services and information.

Additionally, KCIT provides regional services supporting other local government agencies. This includes:

- 911 emergency call handling system
- Radio subscriber services that include radio installation, mobile radio maintenance services, warranty services, programming, and parts and accessories
- Geographic information system (GIS) mapping
- Institutional network (I-Net), a fiberoptic network that provides high-speed data, voice, and video communications to approximately 300 public facilities including schools, libraries, and government agencies

KCIT typically supports the digital services provided by other agencies, but does offer a handful of services directly to the public, such as:

- Cable and broadband internet advocacy for improved access and infrastructure
- 911 community education

King County Information Technology (KCIT)

We deliver the vision, skill, and technology so King County employees can provide quality services to our community.

KCIT by the numbers



\$240 M
Operating Budget



473
Employees



Serves **17**
Agencies



Centralized &
Service Aligned

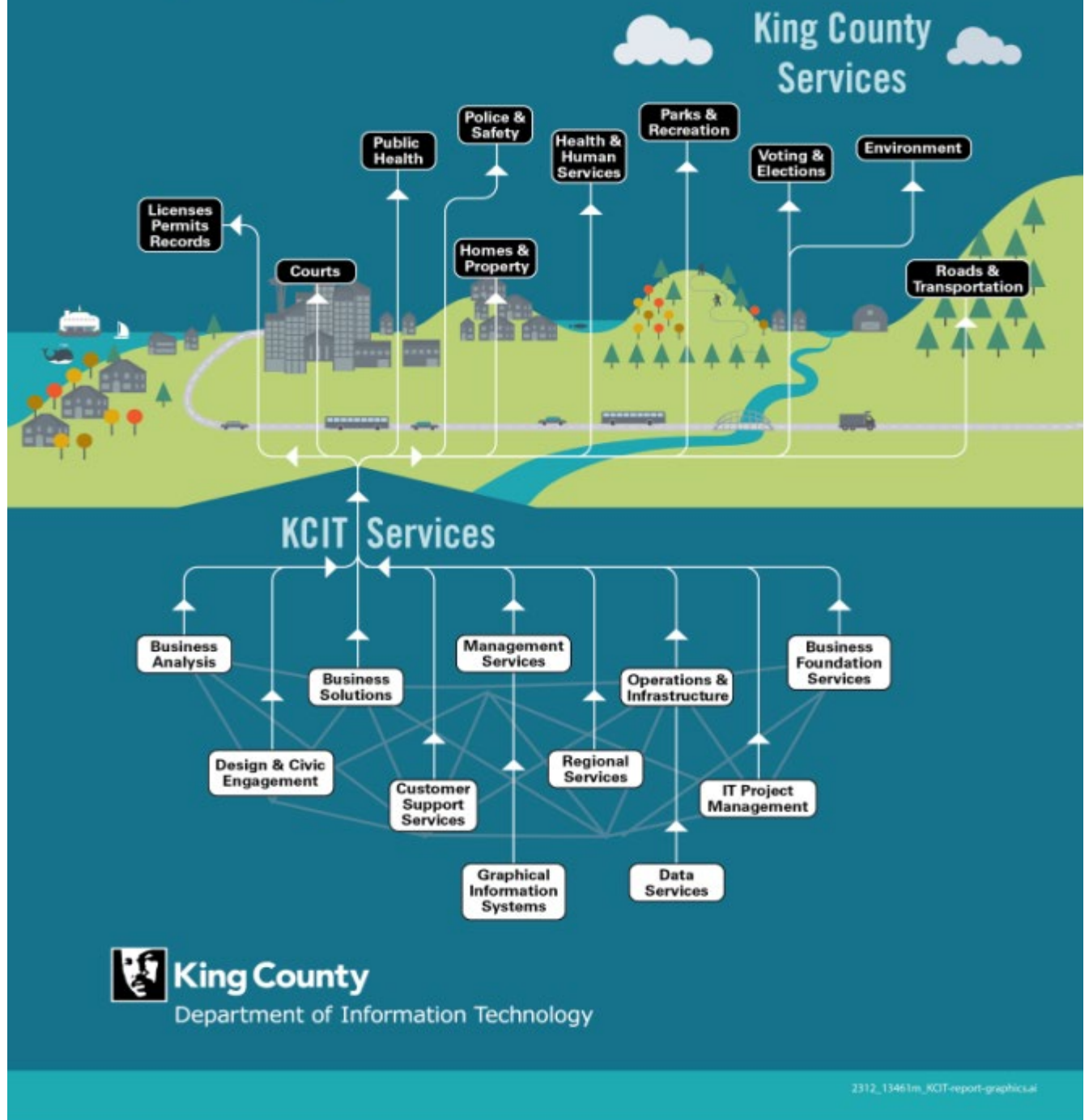


King County

Department of Information Technology

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KCIT provides the foundation for King County's most critical services



King County's Technology Governance Structures:

King County's technology strategies and funding proposals are developed with input and oversight from four IT advisory bodies. Ordinance 14155 instituted a King County information technology governance structure, establishing four committees to advise KCIT as it performs the duties described in King County Code (KCC) 2A.380.300-330, as summarized below in Table 1.⁸

In accordance with these laws, the 2024-2027 Strategic Information Technology Plan was developed according to the recommendations of the Strategic Advisory Council, the Business Management Council, and the Technology Management Board. This plan was transmitted to the King County Council on September 17, 2024 and adopted on January 7, 2025.⁹

Table 1. IT Advisory Committees

Group Name & Membership per Ordinance 14155	Duties per Ordinance 14155
<p>Strategic Advisory Council (SAC)</p> <p>The voting members shall be the executive, two representatives of the King County council's choosing, the sheriff, the prosecuting attorney, the assessor, the chief information officer, the presiding judge of the superior court, the presiding judge of the district court, the director of elections and the chief information officer. The nonvoting advisory members shall be up to eight external advisors from the private sector to be selected by both the chair and the chief information officer, each to serve a two-year term, and up to two external advisors from the public sector to be selected by the chair and the chief information officer, each to serve a two-year term.</p>	<p>The strategic advisory council shall act in an advisory capacity to the executive in developing long-term strategic objectives and planning and implementing for information technology deployment countywide.</p> <p>The strategic advisory council shall:</p> <ol style="list-style-type: none"> 1. Develop and recommend strategic objectives for information technology deployment countywide; 2. Review information technology proposals for their alignment with adopted strategic objectives; 3. Review and endorse the information technology strategic plan and all updates to it; 4. Review policy-related transmittals to the county council that are proposed by the executive for large countywide information technology projects; and 5. If necessary, review and endorse information technology standards, policies and guidelines recommended by the chief information officer for countywide adoption.
<p>Business Management Council (BMC)</p>	<p>The business management council shall act in an advisory capacity to the county's chief information officer in carrying out duties related to developing short-term, mid-term and</p>

⁸ Link to [Ordinance 14155](https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=550035&GUID=47E902DA-F539-4678-973A-09C6D02BE9D7&Options=Advanced&Search=):

<https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=550035&GUID=47E902DA-F539-4678-973A-09C6D02BE9D7&Options=Advanced&Search=>

⁹ Link to [King County - File #: 2024-0288](https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=6858155&GUID=7AE1C368-4370-4FCC-B2E2-A663151F78B7&Options=Advanced&Search=):

<https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=6858155&GUID=7AE1C368-4370-4FCC-B2E2-A663151F78B7&Options=Advanced&Search=>

Group Name & Membership per Ordinance 14155	Duties per Ordinance 14155
<p>The members shall be the chief information officer and each agency's deputy director or business manager, designated by the agency's director, who is familiar with that agency's business and operations and has authority to commit resources and speak with the authority of the agency when participating in business management council meetings.</p>	<p>strategic objectives for information technology countywide, in recommending information technology proposals for funding and in developing standards, policies and guidelines for implementation.</p> <p>The business management council shall:</p> <ol style="list-style-type: none"> 1. Review information technology proposals made by individual members, groups of members or ad hoc committees; 2. Assess short-term, mid-term strategic value and risk of information technology proposals; 3. Assess alignment of information technology proposals with agency technology plans and adopted strategic objectives; 4. Recommend information technology proposals for funding and for inclusion in the information technology strategic plan; 5. Review and endorse proposed information technology standards, policies and guidelines and recommend to the chief information officer for countywide adoption; and 6. Review operations management issues as needed.
<p>Technology Management Board (TMB)</p> <p>The members shall be the chief information officer, each agency's information technology director or manager, designated by the agency's director, who is familiar with the agency's technology needs and operations and information technology service delivery managers for executive branch departments.</p>	<p>The board shall act in an advisory capacity to the county's chief information officer on technical issues including policies and standards for information security, applications, infrastructure and data management.</p> <p>The technology management board shall:</p> <ol style="list-style-type: none"> 1. Review the strategic objectives recommended by the strategic advisory council and assess issues related to the ability of the technology infrastructure to support them; 2. Review the business objectives and information technology proposals recommended by the business management council and assess issues related to compliance with the county's technology standards and policies and the impact to the technology infrastructure required to support them; 3. Develop or review information technology program proposals that support the strategic and business objectives of the county; 4. Develop or review technology program proposals that promote the efficient operation and management of technology infrastructure, applications and data;

Group Name & Membership per Ordinance 14155	Duties per Ordinance 14155
	<ol style="list-style-type: none"> 5. Recommend technology program proposals for funding and for inclusion in the information technology strategic plan; and 6. Review and endorse information technology standards, policies and guidelines for countywide use. Information technology standards, policies and guidelines with business implications shall be referred to the business management council for endorsement for countywide use.
<p>Project Review Board (PRB)</p> <p>The members of the project review board shall be the chief information officer, the deputy county executive, the director of the office of performance, strategy and budget and the director of the department of executive services.</p> <p>The chief information officer shall serve as the chair of the project review board.</p> <p>An ad hoc project review team may be convened to focus on specific projects as determined to be necessary by the project review board. Each ad hoc project review team shall include the project's sponsoring agency director. An ad hoc project review team shall report its findings to the project review board.</p>	<p>All information technology projects shall participate in an oversight process established by the project review board and the chief information officer. The board shall act in an advisory capacity to the chief information officer in:</p> <ol style="list-style-type: none"> 1. Endorsing project management methodology for countywide use; 2. Implementing the project management oversight including, but not limited to, review of information technology project status, plans, risk and progress and approval of incremental release of project funding; 3. Recommending budgetary changes, suspension or general shutdown of approved information technology projects; and 4. Recommending independent quality assurance reviews.

Key Historical Context:

King County is home to some of the world's largest tech companies, including Microsoft and Amazon, with more tech workers per capita than any other county in the United States; as of 2021, roughly one out of eight employed people in King County works in tech industries.¹⁰ This tech-savvy population has high expectations of King County to deliver innovative technology solutions and seamless online customer service experiences.

At the same time, the digital divide remains.¹¹ The term "digital divide" refers to the gap between those who have access to technology, skills, and devices – and those who do not.¹² Community members rely on information technology to connect with King County services such as bus scheduling, tax payments, public health appointments, legal proceedings, and more. In response, digital equity has been added to King County's determinants of equity.¹³

With the Executive's 2024 return-to-office mandate, most King County employees now work in-person or in hybrid remote/in-person environments.¹⁴ Supporting a hybridized workforce has necessitated more robust digital communications platforms with better video conferencing, document sharing tools, and a modernized employee intranet. Even with a growing number of employees returning to worksites several days a week, these digital tools continue to be heavily utilized by the County workforce.

Key Current Conditions:

King County faces significant challenges keeping up with the rapid pace of technological advancement. The constant stream of new tools, platforms, and methodologies require King County to stay vigilant and discerning when making technology investment decisions. Such a dynamic environment demands the agility and foresight to select technologies that not only meet current needs, but also have the scalability and adaptability to accommodate future requirements. Keeping pace with emerging trends, ensuring compatibility with existing systems, and funding are all top considerations.

Funding these solutions and services is increasingly challenging given the deeply constrained state of King County's General Fund. Limited revenues and growing technology costs necessitate careful

¹⁰ Link to ["Which King County neighborhoods have the most tech workers," Seattle Times \(Nov. 22, 2022\)](https://www.seattletimes.com/seattle-news/data/which-king-county-neighborhoods-have-the-most-tech-workers/#:~:text=1%20occupation%20in%20Seattle,employed%20people%20in%20the%20county): <https://www.seattletimes.com/seattle-news/data/which-king-county-neighborhoods-have-the-most-tech-workers/#:~:text=1%20occupation%20in%20Seattle,employed%20people%20in%20the%20county>.

¹¹ Link to [2020 King County Broadband Access Study](https://cdn.kingcounty.gov/-/media/king-county/depts/kcit/documents/202002-broadband-access-study.pdf?rev=2bbe2aad09d7442f93435a3bf710bbc0&hash=F19909B19694D50E537BEDD5B6A89B75): <https://cdn.kingcounty.gov/-/media/king-county/depts/kcit/documents/202002-broadband-access-study.pdf?rev=2bbe2aad09d7442f93435a3bf710bbc0&hash=F19909B19694D50E537BEDD5B6A89B75>

¹² Link to [King County Determinants of Equity – Digital Equity](https://storymaps.arcgis.com/collections/7ea68c94642141a7810c0129ed76e86a?item=1): <https://storymaps.arcgis.com/collections/7ea68c94642141a7810c0129ed76e86a?item=1>

¹³ Link to [Digital Equity as a determinant of equity](https://storymaps.arcgis.com/collections/7ea68c94642141a7810c0129ed76e86a) in King County: <https://storymaps.arcgis.com/collections/7ea68c94642141a7810c0129ed76e86a>

¹⁴ Link to ["King County and Sound Transit Join Mayor Harrell in Announcing Return to Office Policy Changes"](https://harrell.seattle.gov/2024/08/05/king-county-and-sound-transit-join-mayor-harrell-in-announcing-return-to-office-policy-changes/) City of Seattle, Office of the Mayor (Aug. 5, 2024): <https://harrell.seattle.gov/2024/08/05/king-county-and-sound-transit-join-mayor-harrell-in-announcing-return-to-office-policy-changes/>

consideration of technology investments that align with and further the County's other strategic planning efforts and operational needs.^{15, 16} Investments include the ongoing costs of maintenance and upgrades. A new IT investment prioritization model was worked on in 2024 that seeks to reduce King County's overall technical debt – outdated systems that should be replaced with modern equivalents that are less costly to maintain, or duplicate systems that could be eliminated for improved efficiency. This model relies on increased data about the technology ecosystem and uses an enterprise architecture portfolio tool to make better funding decisions. It is targeted for full operation in early 2026, once sufficient data has been collected to make it operational.

In addition, the same modern tool and data driven approach used in the prioritization model is being re-used to improve the County's strategic IT goal tracking efforts to improve overall IT strategy adoption. Keeping IT strategies current is a best practice approach now enabled by this tool.¹⁷ Striking a balance between technological advancement and fiscal responsibility is essential to optimize operations and deliver effective public services.

Cybersecurity concerns also loom large as governments increasingly become targets for sophisticated cyber threats. In 2024 there were several ransomware attacks in the Seattle region against cities, libraries, schools, hospitals, and law enforcement. These attacks hampered regular business practices for days – or even weeks – and can have serious financial impacts.^{18, 19} King County leadership plays a crucial role in prioritizing defensive technologies that mitigate risks, while continuing to cultivate a culture of cybersecurity awareness among employees across the organization.

Report Methodology:

This report provides the annual update of the SITP required in KC Code Section 2A.380.200.B. The annual update report describes progress made in the prior year and any changes to the plan going forward. Progress is categorized into two sections: a portfolio overview of all capital projects and IT initiatives, and a breakdown by each strategic goal.

Measuring progress on IT Capital Projects

King County measures three key performance indicators (KPIs) related to capital IT projects. Project performance is measured for overall progress toward the strategic goals and objectives stated in the Strategic Information Technology Plan 2024-2027:

¹⁵Link to [King County strategic plans](https://kingcounty.gov/en/dept/executive/governance-leadership/performance-strategy-budget/enterprise-performance-strategy/strategic-planning): <https://kingcounty.gov/en/dept/executive/governance-leadership/performance-strategy-budget/enterprise-performance-strategy/strategic-planning>

¹⁶ Link to <https://kingcounty.gov/en/dept/executive>: <https://kingcounty.gov/en/dept/executive>

¹⁷ Link to [Keep Your Strategy and Execution on Track to Deliver Success](https://www.gartner.com/document-reader/document/4020025?ref=solrAll&refval=458287346): <https://www.gartner.com/document-reader/document/4020025?ref=solrAll&refval=458287346>

¹⁸ Link to [“Seattle Public Library still reeling from May cyberattack,”](https://www.seattletimes.com/seattle-news/seattle-public-library-still-reeling-from-may-cyberattack/) Seattle Times (Aug. 6, 2024): <https://www.seattletimes.com/seattle-news/seattle-public-library-still-reeling-from-may-cyberattack/>

¹⁹ Link to [“When hospital ransomware attacks target patients,”](https://healthjournalism.org/blog/2024/01/when-hospital-ransomware-attacks-threaten-patient-safety-a-new-trend-to-follow/) Association of Healthcare Journalists (Jan. 30, 2024): <https://healthjournalism.org/blog/2024/01/when-hospital-ransomware-attacks-threaten-patient-safety-a-new-trend-to-follow/>

KPI #1: Project Closure Rates – measures the number of projects closed and the median time taken to complete projects.

KPI #2: Project Benefits – measures project alignment with the strategic technology goals as defined in the Strategic Information Technology Plan 2024-2027. It also measures alignment with benefit achievement reporting as identified in each projects benefit achievement plan.²⁰ Four benefit categories used to measure this alignment at a portfolio level. Benefit achievement (BA) categories include:

- **BA Category 1 – External Service Benefits:** These projects are focused on improving the quality or quantity of services provided to the public. This includes improved quality of service, such as faster response times and better access to services. In 2024, four projects were completed that achieved these benefits.
- **BA Category 2 – Internal Service Benefits:** These projects are focused on improving internal operations, including the quality or quantity of internal services. In 2024, four projects were completed that achieved these benefits.
- **BA Category 3 – Maintaining Service at Current Levels:** This category is achieved by projects that either replace or upgrade older technology, reduce the risk of system failures, or provide regulatory compliance. In 2024, six projects were completed that achieved this benefit.
- **BA Category 4 – Reduced Cost or Cost Avoidance to Produce Services:** This category describes projects that reduce or avoid costs to King County. In 2024, no projects were completed that achieved these benefits. Therefore, the category is not included in the charts below.

KPI #3: End of Project Review – measures IT projects under Project Review Board oversight which are those with budget of greater than or equal to \$250,000 at completion in a more qualitative way than the project benefits KPI.

In 2020, King County implemented an information technology investment management tool to assess the success of IT investments.²¹ End of project reviews are now required for all technology projects using a capital fund and/or costing more than \$250,000. Business and technology stakeholders complete separate evaluations with set criteria; projects are scored within three areas: project value, as determined by the project's sponsor (*see sample Image 1*); project management, as determined by the managing organization; and how well the project followed PRB oversight requirements, as determined by PRB support staff.

²⁰ 4A.200.030.E of KCC code: 'Each technology capital project seeking expenditure authority shall also include a benefit achievement plan describing how the proposed technology investment will produce an improvement or savings in county services; how the improvement or savings will be measured; how much improvement or savings is expected; and when the improvement or savings is likely to be achieved.'

²¹ Link to [Video: IT End of Project Review process overview](https://kc1.sharepoint.com/sites/KCIT/gov/PRBDocuments/Overview%20of%20IT%20Process%20Success%20Evaluation.mp4):

<https://kc1.sharepoint.com/sites/KCIT/gov/PRBDocuments/Overview%20of%20IT%20Process%20Success%20Evaluation.mp4>

Project Value (33% of Total) -- to be completed by the business sponsor/stakeholder [evaluator name] - maximum 4 point per criterion .			
Delivered Solution (Product)	Agency's satisfaction with the new solution and its impact on the business service(s) and/or operations. Suggested objective criteria: does the solution deliver what was set forth in the BAP. Additional criteria may be chosen by the sponsor/stakeholder and list the criteria in the comments.	0 points if	Very Dissatisfied
		1 points if	Dissatisfied
		2 points if	Neither satisfied nor dissatisfied
		3 points if	Satisfied
		4 points if	Very Satisfied
Process Value	Agency's overall experience with the process encountered to deliver the solution, including: working with KCIT (delivered and planned as agreed, facilitation of problem solving), own agency resources (right and sufficient staff at the right time), management of vendor resources and deliverables, external partners, change management of deployment	0 points if	Very Dissatisfied
		1 points if	Dissatisfied
		2 points if	Neither satisfied nor dissatisfied
		3 points if	Satisfied
		4 points if	Very Satisfied

Image 1 – Methodology for Completed Project Value Assessment by Sponsoring Agency

Projects with a combined score below the 75 percent success threshold must undergo a post-closure review to determine lessons learned and to improve future project deliveries. The data from end of project reviews is useful for evaluating future investments and assessing King County's project delivery practices over time.

Measuring Progress on Strategic IT Initiatives

This report measures the strategic initiatives that were started and completed compared to what was planned, in alignment with Appendix B – Information Technology Strategic Performance Metrics in the SITP 2024-2027.²² This report also updates strategic initiatives to be current. These updates include:

- Changes to active or planned initiatives
- New initiatives deemed critical to accomplishing strategic IT goals and objectives
- Completed strategic initiatives

Maintaining the currency and focus of the portfolio of strategic initiatives will improve delivery of strategic goals and objectives over time. In 2024, King County implemented a new enterprise architecture portfolio tool called LeanIX.²³ This tool tracks strategic initiative status through monthly status updates from the owners of each strategic initiative. These status updates are reviewed periodically with KCIT leadership to validate progress and adjust if and where needed. This continuous improvement is an IT industry best practice.^{24, 25} By fully leveraging LeanIX, King County significantly

²² Link to [the SITP 2024-2027](https://cdn.kingcounty.gov/-/media/king-county/depts/kcit/documents/sitp-2024-2027.pdf?rev=60b54cd570ab49f6a45194eb0e547071&hash=2AF5BE4BE0B487481BBE67CF6EA4EB41): <https://cdn.kingcounty.gov/-/media/king-county/depts/kcit/documents/sitp-2024-2027.pdf?rev=60b54cd570ab49f6a45194eb0e547071&hash=2AF5BE4BE0B487481BBE67CF6EA4EB41>

²³ Link to [Lean IX](https://kingcounty.leanix.net/workspace/workspace-selection?relativeUrl=%2F): <https://kingcounty.leanix.net/workspace/workspace-selection?relativeUrl=%2F>

²⁴ Link to [Keep Your Strategy and Execution on Track to Deliver Success](https://www.gartner.com/document-reader/document/4020025?ref=solrAll&refval=458287346): <https://www.gartner.com/document-reader/document/4020025?ref=solrAll&refval=458287346>

²⁵ Link to [Agile Change Management: Overview, Principles, Best Practices \(2025\)](https://whatfix.com/blog/agile-change-management/): <https://whatfix.com/blog/agile-change-management/>

improves strategy deployment for IT, a core competency of King County’s BRG (Best Run Government) roadmap.^{26, 27}

Goals, objectives, and initiatives will all be updated as part of future annual updates to keep the strategic IT plan current and relevant, with estimations continuously improved to reflect learnings discovered throughout the process.

In addition to the initiatives identified in the SITP 2024-2027, several new initiatives have been identified that are critical to accomplishing strategic objectives and goals going forward. These initiatives are identified when status discussions are held on progress which reveal additional or new needs related to accomplishing objectives and goals. Once identified and approved by IT leadership, the new initiatives are included in the portfolio tracking tool and in this report, and are tracked as strategic initiatives going forward in future annual updates.

The status of strategic goals, objectives, and initiatives are assessed by their designated owner monthly for initiatives and at least quarterly for goals and objectives. The County’s Chief Information Officer (CIO) has overall responsibility for the creation of the SITP 2024-2027 as well as the execution of IT initiatives and projects to accomplish that plan. As such, the CIO delegates the primary ownership and responsibility for accomplishing each goal, objective, and initiative. This enables the leader closest and/or most responsible for what needs to be done to provide more accurate and timely updates.

A full list of current goals, objectives, and initiatives, as well as any changes to existing initiatives including new initiatives, are included in the initiative tables supporting each goal. A full accounting of all changes to those initiatives compared to the original plan are also included as footnotes in those tables.²⁸ Appendix A also provides a full list of all goals, objectives, and initiatives for easy reference and without all the footnotes.

V. Report Requirements

KCC 2A.380.200.B.1 - A vision statement for the coordination of technology management and investment across the county;

No update or change to the vision statement occurred in 2024. The vision identified in King County’s Strategic Information Technology Plan 2024-2027 remains in place:

As stewards of public resources, KCIT facilitates a technology ecosystem that optimizes the use of digital tools, data, and infrastructure. This SITP reflects a vision where technology enables operational efficiency as well as equity for all residents.

²⁶ Link to [Best-Run Government Roadmap](https://kc1.sharepoint.com/teams/UpFrontKingCounty/SitePages/Best-Run-Government-Roadmap.aspx): <https://kc1.sharepoint.com/teams/UpFrontKingCounty/SitePages/Best-Run-Government-Roadmap.aspx>

²⁷ Link to [BRG Roadmap](https://kc1.sharepoint.com/teams/UpFrontKingCounty/OperatingSystem/Forms/AllItems.aspx?id=%2Fteams%2FUpFrontKingCounty%2FOperatingSystem%2FBRG%20Roadmap%202E1%2Epdf&parent=%2Fteams%2FUpFrontKingCounty%2FOperatingSystem): <https://kc1.sharepoint.com/teams/UpFrontKingCounty/OperatingSystem/Forms/AllItems.aspx?id=%2Fteams%2FUpFrontKingCounty%2FOperatingSystem%2FBRG%20Roadmap%202E1%2Epdf&parent=%2Fteams%2FUpFrontKingCounty%2FOperatingSystem>

²⁸ Two strategic initiatives were inconsistently reported in the original plan (5.3.7 was left off of table-12 in the appendix; 5.4.3 was left out of the goal 5 graphical chart).

The coordination of technology management and investments proposed in this SITP align with the Executive’s Best Run Government priority.²⁹ Technology is integral to King County’s day-to-day business operations and customer service delivery. Leveraging technology can help King County enhance revenue collection, improve efficiency, and strengthen fiscal transparency and accountability behind the scenes – as is the case with proposed replacement of the County’s tax assessment and payment system. Delivering effective online services can also directly improve mobility, health-service delivery, public safety, and social outcomes for community members. Within the last four years, King County has implemented a number of online services, including remote jury duty via video conferencing, a multilingual website with AI chatbots answering frequently asked questions, and a wide range of online applications such as domestic violence protection orders, reduced transit fares, senior property tax exemptions, and more. This SITP calls for further technology modernizations that are essential to realize the efficiencies and user-friendly services embodied by Best Run Government.

Underpinning this strategic vision is King County’s dedication to digital equity – the idea that the benefits of technology are accessible to all communities.³⁰ Sustaining vibrant communities includes removing barriers that prevent King County’s low-income and rural residents from full and equitable digital engagement. In the future, proposed digital inclusion initiatives will seek to bridge the digital divide and empower underserved populations, while strategic investments in cybersecurity and data governance will safeguard the privacy of residents.

This vision entails a holistic approach to technology management that promotes interoperability, innovation, and resilience – ensuring the County remains at the forefront of digital transformation. This coordinated approach to technology management will foster greater collaboration across County departments. It will minimize redundancy and drive efficiency, further transforming the County into a more technologically advanced and interconnected community that enables every resident to thrive.

²⁹ Link to [Best Run Government: https://kc1.sharepoint.com/teams/UpFrontKingCounty/SitePages/BRG-Homepage.aspx?xsdata=MDV8MDJ8fDU1OWE5YmI5MDYzZjQwOTU0ZGVjMDhkZDE5NmYxYWRifGJhZTUwNTIhNzZmMDQ5ZDc5OTk2NzJkZmU5NWQ2OWM3fDB8MHw2Mzg2OTQ2ODcxMzkxMjI2Njh8VW5rbm93bnxWR1ZoYlhOVFpXTJFjbWwwZVZObGNuWnBZMIY4ZXIKV0lqb2lNQzR3TGpBd01EQWIMQ0pRSWpvaVYybHVNeKlpTENKQIRpSTZJazk wYUdWeUlPd2lWMVFpT2pFeGZRPT18MXxMMk5vWVhSekx6RTVPbTFsWlhScGJtZGZXWHBGTUU5VVJUSIBWMDE wVDBkVkl1VOVRNREJhUjFGNVRGZEZOVTFFUvSWmFrNXNXWHBuZWxsdFJYcE9SRlp0UUHsb2NtVmhaQzUyTWk5d FpYTnpZV2RsY3k4eE56TXpPRGN4T1RFek1UTTR8YTlJYzAwYjJmNGVmNGI0NzRkZWmwOGRkMTk2ZjFhZGJ8MGU5M jEzNWY3ODVmNDM2NTk1OTBmNWJkMzkzZDk0NzY%3D&sdata=VGM5UVhEamQ5VXhWa2lNMk9sZW9GanQxSjd WeWN1WE9IRG4rdWpxemhlc20%3D&ovuser=bae5059a-76f0-49d7-9996-72dfe95d69c7%2Cmarymiller2%40kingcounty.gov&OR=Teams-HL&CT=1733877844445&clickparams=eyJBCbHOYw1lIjoivGVhbmXMTGvZa3RvcCIsIkFwcFZlcnNpb24iOiI0OS8yNDExMDExNTcyMiIsIkhhc0ZlZGVyYXRIZFVzZXliOmZhbHNIQ%3D%3D](https://kc1.sharepoint.com/teams/UpFrontKingCounty/SitePages/BRG-Homepage.aspx?xsdata=MDV8MDJ8fDU1OWE5YmI5MDYzZjQwOTU0ZGVjMDhkZDE5NmYxYWRifGJhZTUwNTIhNzZmMDQ5ZDc5OTk2NzJkZmU5NWQ2OWM3fDB8MHw2Mzg2OTQ2ODcxMzkxMjI2Njh8VW5rbm93bnxWR1ZoYlhOVFpXTJFjbWwwZVZObGNuWnBZMIY4ZXIKV0lqb2lNQzR3TGpBd01EQWIMQ0pRSWpvaVYybHVNeKlpTENKQIRpSTZJazk wYUdWeUlPd2lWMVFpT2pFeGZRPT18MXxMMk5vWVhSekx6RTVPbTFsWlhScGJtZGZXWHBGTUU5VVJUSIBWMDE wVDBkVkl1VOVRNREJhUjFGNVRGZEZOVTFFUvSWmFrNXNXWHBuZWxsdFJYcE9SRlp0UUHsb2NtVmhaQzUyTWk5d FpYTnpZV2RsY3k4eE56TXpPRGN4T1RFek1UTTR8YTlJYzAwYjJmNGVmNGI0NzRkZWmwOGRkMTk2ZjFhZGJ8MGU5M jEzNWY3ODVmNDM2NTk1OTBmNWJkMzkzZDk0NzY%3D&sdata=VGM5UVhEamQ5VXhWa2lNMk9sZW9GanQxSjd WeWN1WE9IRG4rdWpxemhlc20%3D&ovuser=bae5059a-76f0-49d7-9996-72dfe95d69c7%2Cmarymiller2%40kingcounty.gov&OR=Teams-HL&CT=1733877844445&clickparams=eyJBCbHOYw1lIjoivGVhbmXMTGvZa3RvcCIsIkFwcFZlcnNpb24iOiI0OS8yNDExMDExNTcyMiIsIkhhc0ZlZGVyYXRIZFVzZXliOmZhbHNIQ%3D%3D)

³⁰ Link to [King County Determinants of Equity – Digital Equity: https://storymaps.arcgis.com/collections/7ea68c94642141a7810c0129ed76e86a?item=2](https://storymaps.arcgis.com/collections/7ea68c94642141a7810c0129ed76e86a?item=2)

KCC 2A.380.200.B.2 - A description of the current environment strengths, weaknesses, opportunities, and challenges for individual planning issue areas

The strengths, weaknesses, opportunities, and challenges from the Strategic Information Technology Plan 2024-2027 have not changed.

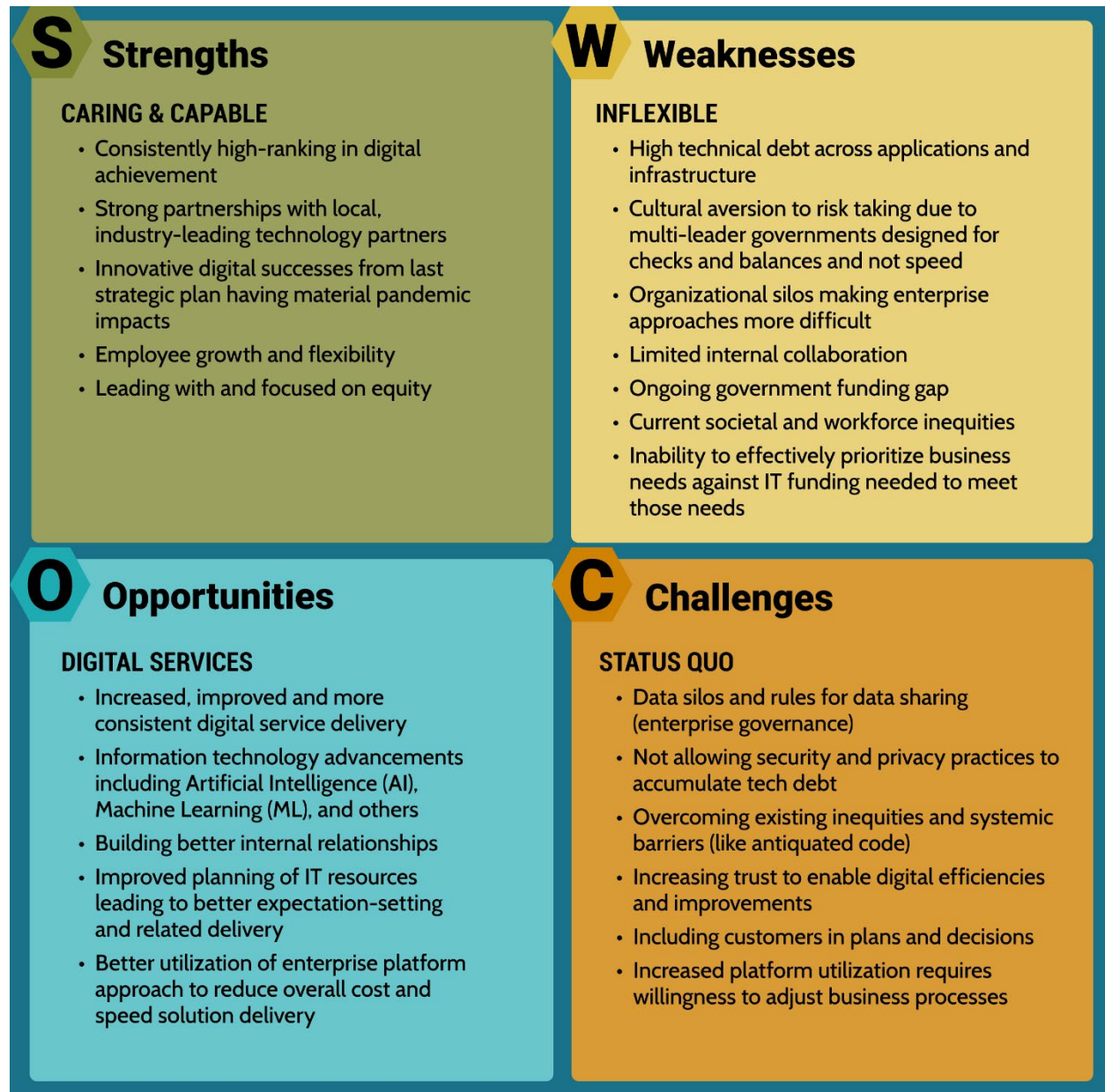


Image 2 – SITP 2024 – 2027 SWOC Table

KCC 2A.380.200.B.3 - A list of recommended objectives, with descriptions

The list of recommended goals remains the same as identified in the 2024-27 Strategic Information Technology Plan: ³¹



GOAL 1

Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.



GOAL 2

Continuously Improve Digital Security and Privacy.



GOAL 3

Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.



GOAL 4

Expand the availability, use, and power of data and analytics to advance a data-driven King County.



GOAL 5

Drive Information Technology (IT) effectiveness and operational excellence.

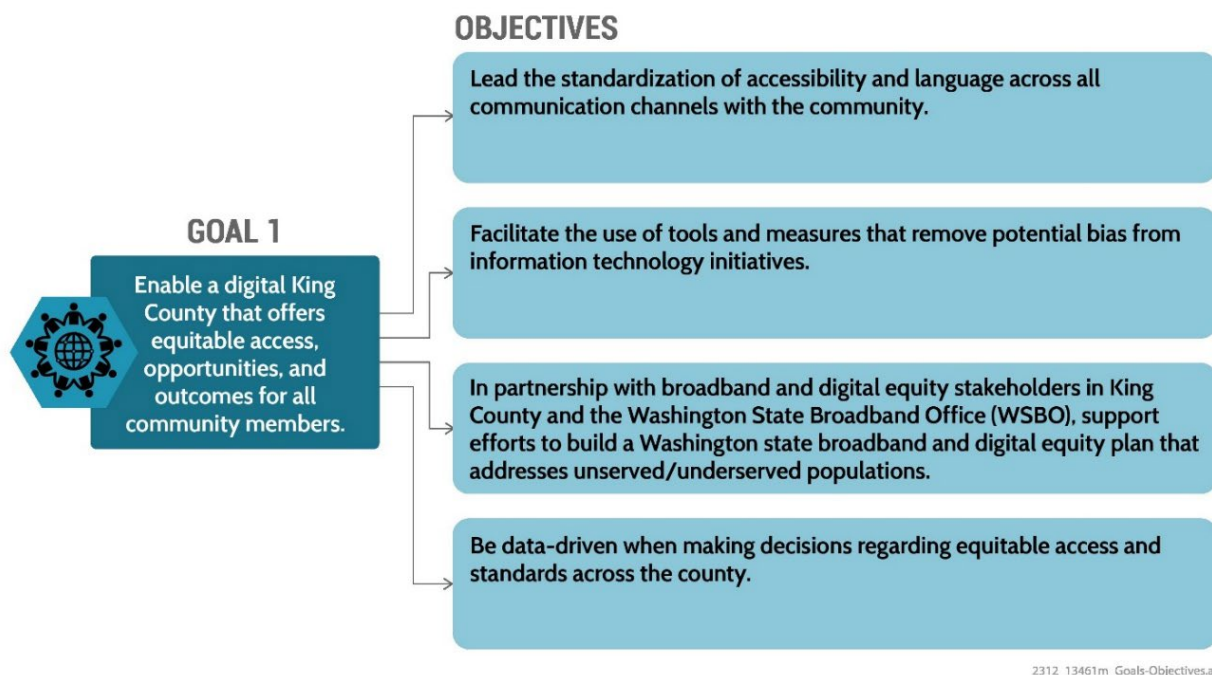
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³¹ The term 'objective' is used interchangeably with 'goal' throughout this strategic plan, consistent with information technology strategy nomenclature. 'Goal' tends to refer to the higher-level objectives.

KCC 2A.380.200.B.4 - The approach to achieve the desired outcomes for each strategic objective

This section provides additional detail for each of the five information technology goals, including a corresponding set of objectives designed to achieve the goal. Additionally, each objective has a corresponding set of initiatives (discrete and measurable bodies of work) that represent the work to be completed over 2024-2027 on behalf of the objective. Initiatives are listed in Section E of this report.

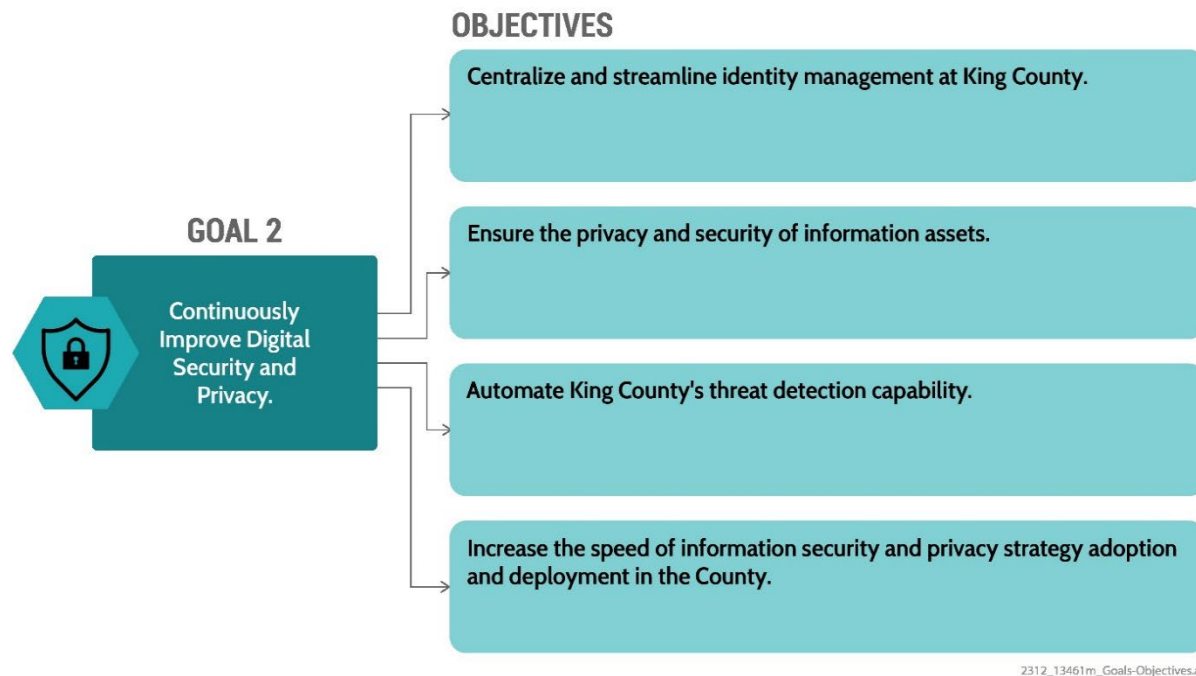
The approach to achieving the desired outcome for each strategic goal is summarized below. These remain unchanged from the 2024-27 Strategic IT Plan. Multiple objectives are required to fully realize each goal.



Goal 1: King County is working to improve digital equity. In the modern era, fast and reliable broadband internet is an essential public utility people need to effectively work from home, conduct personal business (like banking or online payments), or access critical resources such as telemedicine, educational resources, or online government services. In response, King County is partnering with other governments and private industry to improve internet access and affordability.³²

Digital equity goes beyond internet connectivity; King County is working to further equitable access to vital information and services by standardizing accessibility across all communications channels – including the public website for desktop and mobile visitors, social media, apps, phone calls, and video conferencing. Clear analysis using more robust reporting tools helps leaders identify and mitigate potential bias from technology initiatives and make data-informed decisions.

³² Link to [2020 “King County Broadband Access Comprehensive Report,”](https://cdn.kingcounty.gov/-/media/king-county/depts/kcit/documents/202002-broadband-access-study.pdf?rev=2bbe2aad09d7442f93435a3bf710bbc0&hash=F19909B19694D50E537BEDD5B6A89B75) p. 396: <https://cdn.kingcounty.gov/-/media/king-county/depts/kcit/documents/202002-broadband-access-study.pdf?rev=2bbe2aad09d7442f93435a3bf710bbc0&hash=F19909B19694D50E537BEDD5B6A89B75>



Goal 2: The goal of continuously enhancing digital security and privacy is foundational to King County's resilience, credibility, and the fulfillment of its duty to safeguard the public interest in an increasingly digital world.

Security and data privacy continue to be of paramount importance.³³ Cyberattacks on government in the first half of 2023 increased by 11 percent over the prior year.³⁴ In an era marked by rapid technological advancements and an ever-growing reliance on digital infrastructure, it is imperative to continuously improve the County's digital security and privacy. The escalating frequency and sophistication of cyber threats pose a direct and substantial risk to the confidentiality, integrity, and availability of sensitive information.

Data breaches can have far-reaching consequences, including financial losses, reputational damage, and compromised security, therefore King County must continue with an unwavering commitment to bolstering digital security defenses. Safeguarding critical government assets and the protection of people's personal information demands a proactive and adaptive approach, ensuring that King County stays one step ahead of evolving cyber threats.

Continuous improvement in digital security and privacy measures not only fortifies defenses against malicious actors, but also demonstrates King County's commitment to upholding the highest ethical standards in handling sensitive data. The digital age has brought about an unprecedented interconnectedness, with information sharing and collaboration becoming integral components of government operations. Although King County strives for greater efficiency and transparency through digital innovation in the County, the need to preserve individuals' privacy rights is equally imperative.

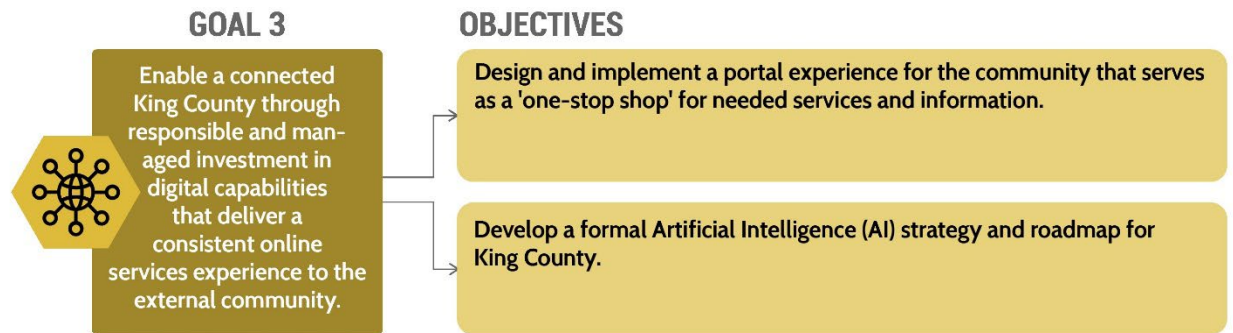
³³Link to ["Why Security and Privacy Matter in a Digital World," NIST.gov \(September 28, 2017\):](https://www.nist.gov/blogs/taking-measure/why-security-and-privacy-matter-digital-world)

<https://www.nist.gov/blogs/taking-measure/why-security-and-privacy-matter-digital-world>

³⁴Link to ["Cyber-attacks Against Governments are on the Rise in 2023," DIGIT News \(August 28, 2023\):](https://www.digit.fyi/report-cyber-attacks-against-governments-are-on-the-rise-in-2023/)

<https://www.digit.fyi/report-cyber-attacks-against-governments-are-on-the-rise-in-2023/>

By prioritizing the development and implementation of robust cybersecurity protocols and privacy safeguards, the interests of community members are better protected while also cultivating their trust and confidence in the County's ability to responsibly navigate the complexities of the digital landscape.

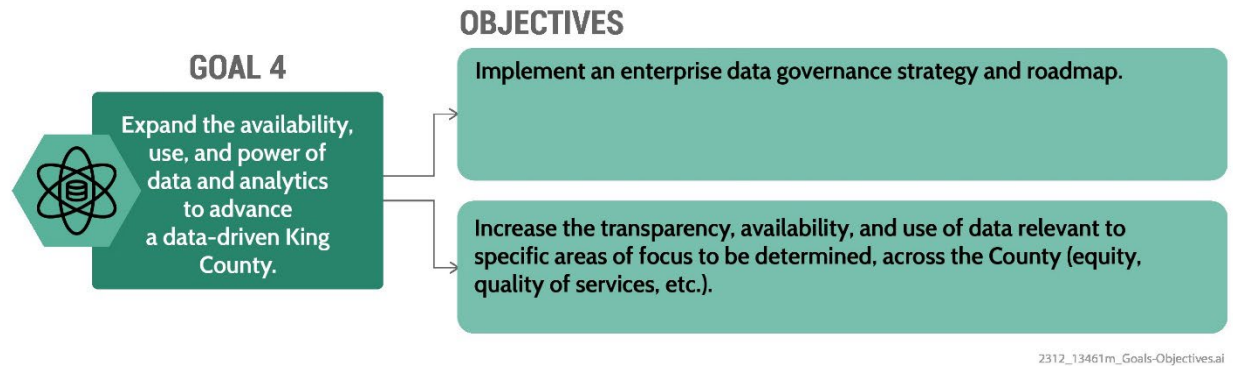


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Goal 3: In today's interconnected world, people expect seamless online services. Improving King County's user experience is not just a matter of digital convenience; removing barriers to digital services promotes inclusivity and enhances overall access to critical services.

The SITP's vision of a centralized portal for all public services is a one-stop-shop approach that quickly connects people with the right resources. The initiatives outlined in pursuit of this goal ensure that the public can easily and equitably access online government services, information, and resources. The strategic investment in digital capabilities enables King County to bridge the gap between essential services and the public's access to them, fostering a more connected community.

By aligning digital capabilities such as artificial intelligence (AI) with strategic goals, the County ensures a judicious use of resources while maximizing benefits. This approach enhances the cost-effectiveness of operations and establishes a foundation for sustainable growth and adaptability in an evolving technological landscape.



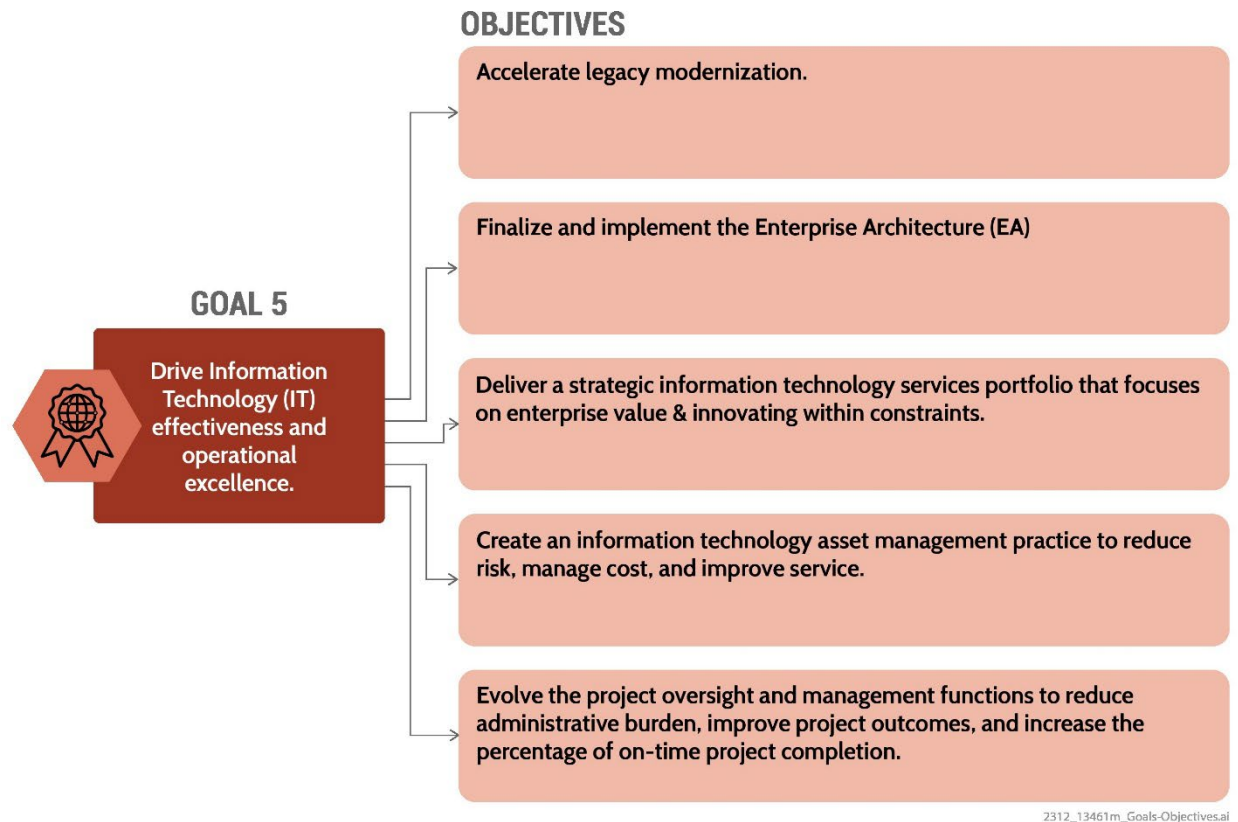
In an era defined by the proliferation of information, the strategic utilization of data and analytics is the cornerstone for effective decision-making. This SITP identifies several foundational initiatives necessary for King County to undertake to harness the full potential of data.

This goal is a transformative step towards addressing the challenges and opportunities of expanding the availability of data. Initiatives such as implementing consistent data governance will improve data standardization, making it simpler to compare records. This will enable a deeper understanding of trends, patterns, and correlations within operations and across agencies that enables opportunities for proactive improvement. By democratizing access to crucial information, King County will allow all levels of the organization to make data-informed decisions.

The increased use of analytics empowers King County to derive meaningful insights from complex data sets. Leveraging advanced analytical tools ensures that decision-making processes are grounded in evidence, fostering a culture of continuous improvement and innovation across all services. Through the power of analytics, King County can optimize resource allocation, enhance service delivery, and develop targeted policies that better align with evolving operational needs. This not only enhances the efficiency of internal processes, but also contributes to a more transparent and accountable government that is responsive to the needs of the community.

A commitment to data-driven decision making reinforces the County's dedication to civic engagement and collaboration. By making relevant data more accessible to the public, King County empowers citizens to actively participate in governance, contributing their valuable perspectives and insights. This transparent approach builds trust between the government and its constituents and supports the principles of open government and accountability.

As the availability, use, and power of data and analytics expands, it lays the groundwork for a more informed, agile, and responsive government that is equipped to address the challenges and opportunities of the 21st century. This goal is not merely a technological objective, but a strategic imperative that will redefine the way government serves and interacts with the diverse communities of King County.



Operational excellence means streamlined processes that produce better results in less time, and for less money. Technology is at the heart of nearly every facet of King County operations; the effectiveness of the County’s technology directly correlates with employees’ ability to deliver efficient, community-centric services.

The objectives in this SITP are designed to deliver technology solutions that expand King County’s culture of continuous improvement. With a focus on improving effectiveness, the SITP aims to modernize aging legacy equipment – King County’s “technical debt” – and reduce the number of redundant applications. The first step is gaining better visibility into King County’s current technical debt by determining what hardware and applications are outdated, or duplicative. Improving technology asset management practices will enable strategic reductions of King County’s technical debt. In turn, this will free up IT staff resources to deliver a more responsive and adaptive technological framework that supports the evolving needs of the County itself and those it serves.

The initiatives listed here lay the groundwork for a resilient information technology environment that enhances service delivery and ensures the responsible stewardship of resources.

KCC 2A.380.200.B.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

Overview of Accomplishments in 2024

King County strives to invest in technology that drives real change for communities. The SITP 2024-2027 identified 56 strategic initiatives critical to achieving the objectives within in each of the five goal areas. A list of all initiatives is provided in the next sub-section of this report, grouped by goal area.

Of the 40 strategic initiatives scheduled to begin in 2024, 31 started as planned (*see Figure 2*). Four of the 13 initiatives scheduled to finish in 2024 were completed.

As work got underway on the initiatives listed in the SITP 2024-2027, initial time estimates were updated to reflect new information. It is an IT industry “best practice” to continuously improve and refine strategy.³⁵ Timelines and deliverables have been adjusted to reflect the progress, learnings, issues, business changes, and other factors that typically impact a digital environment. For full transparency, all changes from the SITP 2024-2027 are noted as footnotes in the tables supporting each goal. New initiatives were also added to the strategy portfolio in 2024 and are also denoted in the progress report section of this document. Similar changes are also expected in future years in order to stay current, relevant, and effective in addressing strategic IT goals.

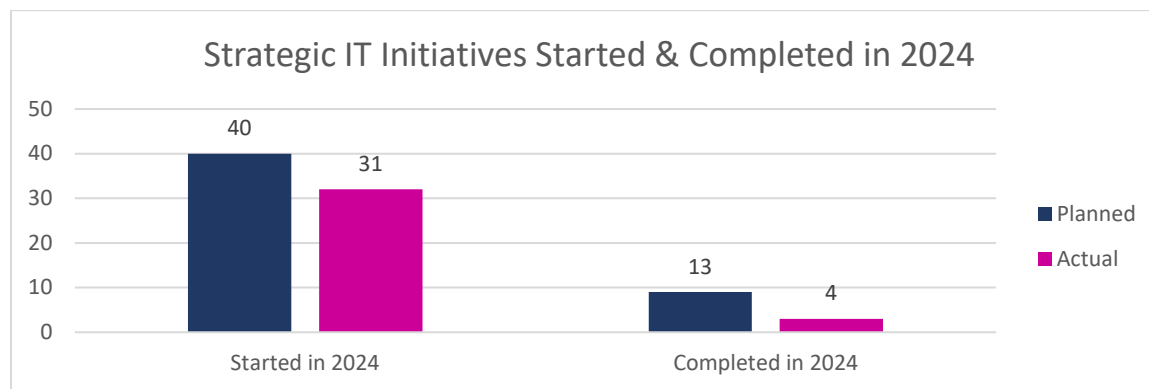


Figure 2 - Strategic IT initiatives started and completed in 2024 – planned vs. actual

In 2024, King County also delivered 14 capital IT projects that had budget equal or greater than \$100,000. The median duration for completing these projects was 2.96 years (*see Figure 3*). Alignment with and contribution towards meeting a strategic IT goal are two of the key factors in evaluating, prioritizing, and approving each capital project.

³⁵ Link to [Keep Your Strategy and Execution on Track to Deliver Success](https://www.gartner.com/document-reader/document/4020025?ref=solrAll&refval=458287346): <https://www.gartner.com/document-reader/document/4020025?ref=solrAll&refval=458287346>

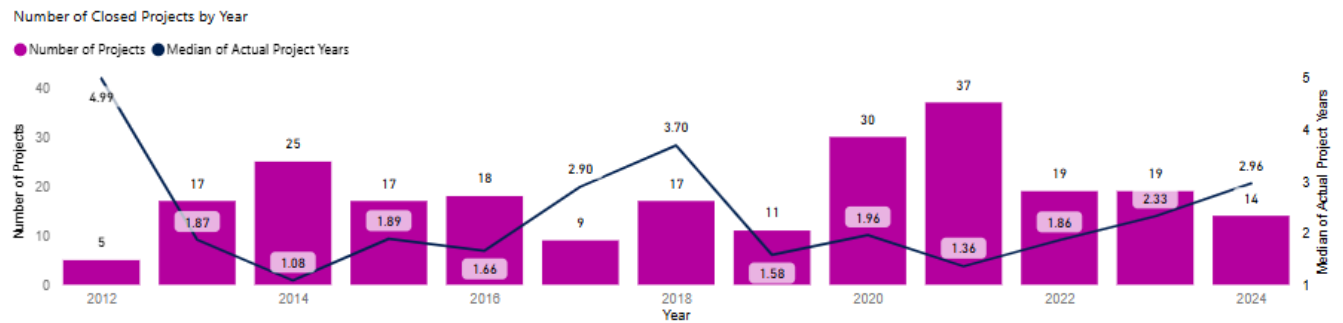


Figure 3 – Number of Closed Projects by Year

As detailed in the Report Methodology section of this document, King County measures project success using three KPIs: project closures, project benefits, and end-of-project review scores.

Figure 4 demonstrates how the 14 projects completed in 2024 aligned with both the five goal areas in the SITP 2024-2027 and the prescribed “primary benefit” categories used to measure project success. (For a complete description of project benefit categories, please see the Report Methodology section.)

Figure 5 illustrates the same information but for projects that are active, on hold, or not yet started.

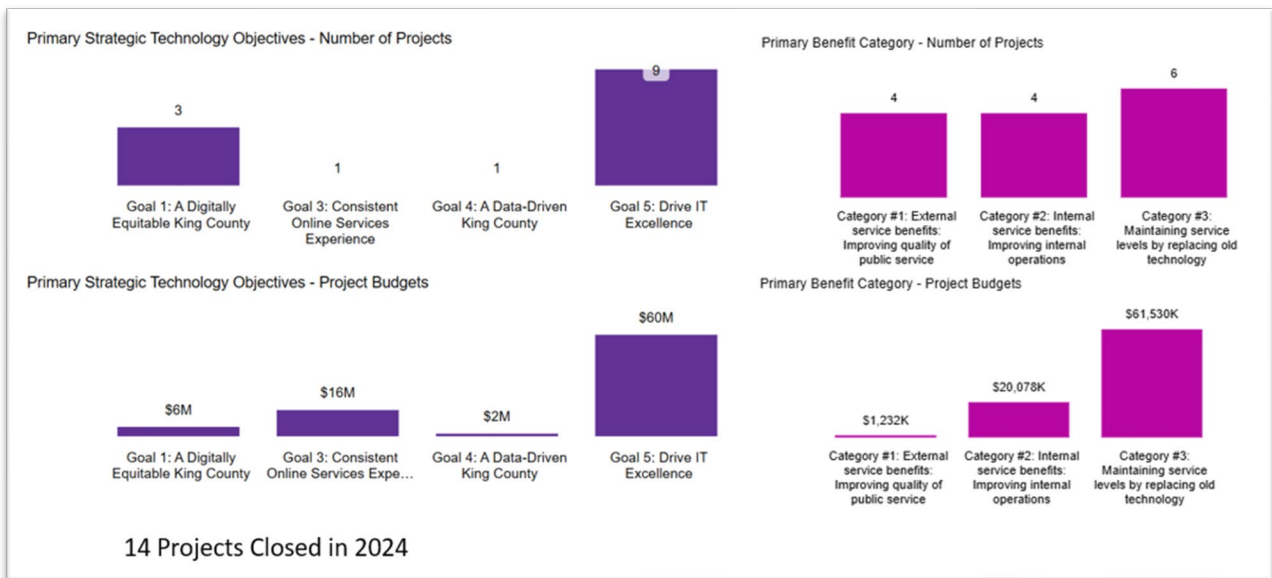


Figure 4 – Total project counts and budgets by Strategic Technology Objectives and Primary Benefit Achievement Categories for projects closed in 2024

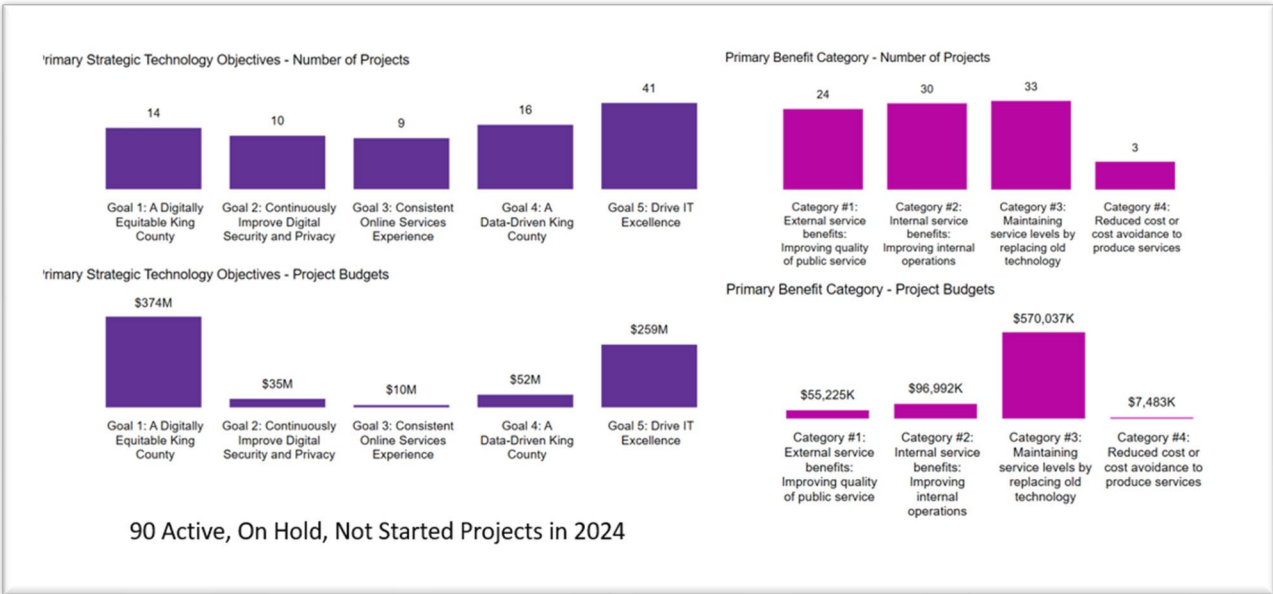


Figure 5 – Total project counts and budgets by Strategic Technology Objectives and Primary Benefit Achievement Categories for approved projects still active, on hold, or not yet started

In 2024, the median project success scores decreased to 81.5 percent. This is a decrease from the prior year of 86.5 percent, which is well within the expected variation of scores from project to project and year to year. End of project reviews for all completed projects are listed in the tables below. KCIT uses these “success scores” to continuously improve delivery of IT projects.

Progress by Goal Area

The following sub-sections of this report show the current progress of each strategic goal and objective. They also include information related to supporting strategic initiatives and capital projects.

Goal 1 - Digital Equity in King County

The following table presents the current list of strategic initiatives supporting goal one. It reflects a current snapshot of the ever-evolving list of strategic initiatives supporting each strategic objective identified for this goal. Keeping these strategic initiatives current makes them more viable and focused on accomplishing goals and objectives given changes in the IT landscape that include business needs, technology availability, and resource planning. This list will be used in the next annual update to generate metrics as defined in appendix B of the SITP 2024-2027.

This table is sorted by initiatives within each objective and calls out any changes to an initiative’s description or dates, to be fully transparent with the original list in the SITP 2024-2027. It also provides information on the status of the effort as last reflected in the portfolio management tool by the initiative’s owner.

Table 2- Initiatives supporting goal 1 and its objectives.

Goal 1 – Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.				
Objective 1.1 – Lead the standardization of accessibility and language across all communication channels with the community.				
Initiative	Planned Start	Actual Start	Percent Complete	Planned Complete
1.1.1 - Public Input on IT³⁶ Create a process that allows the public to provide feedback on tools that directly support their customer service experience.	2027-01-01 ³⁷	Not Started	0%	2027-12-31
1.1.2 Digital Accessibility Compliance - Program³⁸ Ensure that all public-facing web technologies meet the Web Content Accessibility Guidelines (WCAG), making digital services more accessible to all.	2024-01-01	On Time	7%	2027-12-31 ³⁹
1.1.2.1 Training for Digital Accessibility Develop and deliver accessibility training to all KCIT staff and those in the enterprise who will benefit.	2024-01-31	NEW	80%	2025-12-31
1.1.2.2 Audit & Plan for Digital Accessibility Assess the current state of ADA compliance for KC's digital services - both internal and external facing - and create a plan to move to full compliance.	2025-06-01	NEW	5%	2025-12-31
1.1.2.3 Remediation for Digital Accessibility Establish a system of record for all ADA technical debt (product/platform, quality of current compliance, etc.) for internal and external-facing experiences. Define a rubric for prioritizing work to be completed (number of users, internal/external, seasonality of use, etc.). Establish a regular cadence for progress reporting. Define a common approach and Enterprise Standard	2026-01-01	NEW	2%	2026-12-31

³⁶ All Initiatives now have a 'Short Title' added and indicated in bold. The numbering for this initiative was updated from 1.1.3 to 1.1.1.

³⁷ All dates have been updated from a quarterly date to an actual date to be maintained within the portfolio tracking tool called LeanIX.

³⁸ Formerly numbered 1.1.1 and previously worded as 'Ensure that all public-facing technologies support the Web Content Accessibility Guidelines (WCAG) by meeting the level AA conformance criteria for that standard'.

³⁹ Prior date was 24Q4.

Goal 1 – Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.				
for validation and quality testing for each platform (heuristics, ownership and responsibility within KCIT, etc.).				
1.1.2.4 Ongoing Governance for Digital Accessibility Outcomes for this effort include: * Identify all touchpoints across the KCIT product/project delivery process where ADA should be included * Establish clear roles for all aspects of governance * Promote compliance for all digital experiences offered by King County * Operationalize the process	2025-06-01	NEW	1%	2026-12-31
1.1.3 - Communication Channel Strategy Define County supported communication channels - where/ how they are utilized and the languages that each supports. ⁴⁰	2024-04-01	On Time	25%	2025-12-31 ⁴¹
Objective 1.2 - Facilitate the use of tools and measures that remove potential bias from information technology initiatives.				
1.2.1 - Equity Metrics⁴² Establish metrics that track the outcomes of equity impact processes intended to eliminate bias.	2025-01-01	Early	100%	Complete on 2025-02-01 ⁴³
1.2.2 - EIR Expansion Expand Equity Impact Reviews (EIRs) to include Information Technology (IT) lines of service.	2024-04-01 ⁴⁴	Early	30%	2027-04-01 ⁴⁵
1.2.3 - EIR Process Maturity⁴⁶ Standardize, digitize, and make transparent the Equity Impact Review (EIR) process and use for 95% of County projects.	2025-01-01	Early	80%	2027-01-01

⁴⁰ Formerly numbered 1.1.2 and previously worded as ‘Formally define the County supported communication channels, where and how they are utilized for community communications, and the languages that each supports.’

⁴¹ Prior date was 25Q2.

⁴² Formerly numbered 1.2.3 and previously worded as ‘Establish metrics that track the outcomes of equity impact processes intended to eliminate bias, using the resulting data to influence future decisions.’

⁴³ Prior date was 27Q1.

⁴⁴ Prior date was 24Q3.

⁴⁵ Prior date was 27Q3.

⁴⁶ Formerly numbered 1.2.1 and previously worded as ‘Standardize, digitize, and make transparent the Equity Impact Review (EIR) process, ensuring that it is used for at least 95% of County capital and non-capital projects.’

Goal 1 – Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.

Objective 1.3 - Support efforts to build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.⁴⁷

1.3.1 - Fiber Grants⁴⁸ Complete two WSBO funded public private partnership infrastructure grants with Ziply Fiber.	2024-01-01	On Time	75%	2025-12-31
1.3.2 - Broadband and Digital Equity as a Determinant of Equity⁴⁹ Engage with the office of PSB and OERSJ to include broadband and digital equity as a new determinant of equity.	2024-01-01	On Time	100%	Completed On 2024-03-31
1.3.3 - Digital Equity Funding Framework⁵⁰ Establish a framework for tracking digital equity funding opportunities.	2024-01-01	On Time	70%	2025-12-31 ⁵¹
1.3.4 - Broadband and Digital Equity Dashboard⁵² Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting.	2024-01-01	On Time	100%	Complete On 2024-10-09
1.3.5 - BEAD Funding Identify private ISP's (Internet Service Providers) to partner with on Broadband Equity, Access, and Deployment (BEAD) project areas and secure funding to build infrastructure to unserved and underserved locations in King County.	2024-10-01	NEW	50%	2028-12-31

Objective 1.4 - Be data-driven when making decisions regarding equitable access and standards across the county.

⁴⁷ Prior value was 'In partnership with broadband and digital equity stakeholders in King County and the Washington State Broadband Office (WSBO), support efforts to build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.'

⁴⁸ Formerly numbered 1.3.2 and previously worded as 'Complete two WSBO funded public private partnership infrastructure grants with Ziply Fiber to deliver high speed broadband access to 1600 homes in Duvall WA.'

⁴⁹ Formerly numbered 1.3.1 and previously worded as 'Engage with the office of Performance, Strategy and Budget (PSB), and the Office of Equity and Racial and Social Justice (OERSJ), and others to include broadband and digital equity as a new determinant of equity. Participate/lead as appropriate in creating and implementing any digital equity and/or Information Technology (IT) related recommendations contained in King County's updated equity and social justice strategic plan.'

⁵⁰ Formerly numbered 1.3.4 and previously worded as 'Establish a framework for tracking digital equity funding opportunities to maximize funding opportunities for digital equity in King County.'

⁵¹ Prior date was 24Q4.

⁵² Formerly numbered 1.3.3

Goal 1 – Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.

1.4.1 - Data Hub Investment⁵³ Strategically invest in data hubs and intelligence tools to identify where needs for services are the greatest.	2024-01-01	On Time	15%	2028-12-31
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IT Capital Projects - Closed in 2024

In 2024, King County completed three “Digital Equity” focused projects with all three projects spending over \$250,000 or using capital funds. The end-of-project evaluations for these projects are shown below.

Project Agency, Name & Number	Project Close Date	Project Budget	Remaining Appropriation (Capital / Grant)	End of Project Review Score	Score: Project Value	Score: Project Management	Score: PRB Compliance
KCIT - KCIT Payment Kiosks - 1143991	January 31, 2024	\$210,803	\$88,522	96%	100	100	89
KCM - Customer Information Systems - 1111785	June 10, 2024	\$4,662,619	\$138,183	69%	75	67	67
KCIT - KCIT Enh Wireless Parks - 1141724	June 30, 2024	\$700,000	\$121,082	87%	100	100	61

Success scores for projects completed in 2024 over \$250,000 or using capital funds and supporting goal one.

IT Capital Projects - Active in 2024

In addition to the three projects that closed in 2024, there were 14 additional capital IT projects supporting this goal that were active but did not complete in 2024. The total project budget for those efforts totaled \$373 million. Listed below are each of these projects with their total project budget. More details available in the portfolio management tool that is used for tracking all King County IT capital projects.⁵⁴

Goal 1: A Digitally Equitable King County		
Project Name	Status	Total Project Budget
Advanced Service Management	Active	\$ 4,800,000.00
DAJD Resident GED Testing	Active	\$ 104,754.00
DES RALS Trans Cntrl Dispatch	On Hold	\$ 1,675,000.00
DPH - Access and Outreach Database	Active	\$ 786,337.00
DPH Sexual Health Clinic Partner Notification	Active	\$ 406,399.00
EEO Case Management	Active	\$ 1,200,000.00
KCIT ADA Training	Active	\$ 130,000.00
KCIT Enhanced Wireless - Customer Requests	Active	\$ 553,489.00
ORCA Enhancements	Active	\$ 5,400,000.00
ORCA Replacement	Active	\$ 57,537,785.00

⁵³ Previously worded as ‘Strategically invest in data hubs and intelligence tools to identify where needs for services are the greatest and to evaluate associated outcomes of accessibility efforts.’

⁵⁴ Link to [PPMPro](https://kingcounty.ppmpro.com/home.pa#%5BT5%5D): <https://kingcounty.ppmpro.com/home.pa#%5BT5%5D>

Goal 1 – Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.

Puget Sound Emergency Radio Network (PSERN)	Active	\$ 291,062,856.00
Real Time Information System Replacement	Active	\$ 6,600,000.00
Real-Time Improvements Project	Active	\$ 2,219,832.00
Sign Manager Upgrade	Active	\$ 1,200,000.00
		\$ 373,67,452.00

Active IT capital projects at the end of 2024 that support goal one.

Goal 2 - Continuously Improve Digital Security and Privacy

The following table presents the current list of strategic initiatives supporting goal two. It is sorted by initiatives within each objective and calls out any changes to an initiative's description or dates, to be fully transparent with the original list in the SITP 2024-2027. It also provides information on the status of the effort as last reflected in the portfolio management tool by the initiative's owner.

Table 3 - Initiatives supporting goal 2 and its objectives.

Goal 2 – Continuously Improve Digital Security and Privacy.

Objective 2.1 – Centralize and streamline identity management at King County.

Initiative	Planned Start	Actual Start	Percent Complete	Planned Complete
2.1.1 - AD Consolidation Complete Active Directory (AD) consolidation, migrating all users and workstations into the KC domain.	2024-01-01	On Time	10%	2026-09-30
2.1.2 - Identity Platform Procure an enterprise identity governance platform to centralize and streamline identity management across King County.	2026-01-01	Not Started	0%	2027-12-31
2.1.3 - Vendor Access Policy Design and implement a policy and plan for vendor access to servers and data that recognizes the breadth of usage scenarios.	2024-01-01 ⁵⁵	Early	75%	2026-12-31 ⁵⁶
2.1.4 - Public User IAM Policy	2026-12-31 ⁵⁷	Cancelled	100%	2027-12-31

⁵⁵ Prior date was 26Q1.

⁵⁶ Prior date was 27Q4.

⁵⁷ Prior date was 26Q1.

Goal 2 – Continuously Improve Digital Security and Privacy.

Develop an identity management policy for public users (non-County employees) who interact with King County digital assets.

2.1.5 - Login.KC Upgraded to MFA

Upgrade Login.KC to Multi-Factor Authentication to reduce security risk to KC ecosystem by securing external login process to jail bookings and related functions from external partner orgs.

2026-01-01

New

0%

2027-12-31

Objective 2.2 - Ensure the privacy and security of information assets.

2.2.1 - Enterprise Information Classification

Implement an enterprise information classification strategy as it applies to Azure Information Protection (AIP) labeling, data loss prevention (DLP), and other similar functions.

2025-01-01⁵⁸

Not Started

0%

2025-12-31

2.2.2 - PII Inventory

Inventory Personally Identifiable Information (PII) countywide through a system of record at the software and data.

2025-01-01⁵⁹

Not Started

0%

2027-12-31

2.2.3 - Data Loss Prevention Strategy

Implement a data loss prevention strategy to control access and transmission of sensitive data across King County.

2025-01-01⁶⁰

Not Started

0%

2026-12-31⁶¹

2.2.4 - Reduce high Vulnerability Response Time

Reduce response time to remediate high vulnerabilities by 20%.

2024-01-01

On Time

100%

Completed On 2024-12-31

2.2.5 - Reduce high vulnerability response v2

Reduce response time to remediate high vulnerabilities by an additional 20% on top of accomplishments in 2.2.4.

2025-01-01

NEW

0%

2025-12-31

Objective 2.3 - Automate King County's threat detection capability.

⁵⁸ Prior date was 24Q1.

⁵⁹ Prior date was 24Q1.

⁶⁰ Prior date was 24Q1.

⁶¹ Prior date was 25Q4.

Goal 2 – Continuously Improve Digital Security and Privacy.

2.3.1 - SIEM Tuning Invest 5,000 hours in further tuning of Sentinel, KCIT's Security Information and Event Management platform, to develop an automated threat detection capability.	2024-01-01	On Time	4%	2025-09-30 ⁶²
2.3.2 - Security Incident Response Plan Develop a robust, countywide security incident response plan that aligns with the Cybersecurity and Infrastructure Security Agency best practices for local government entities.	2024-01-01	On Time	1%	2025-06-30
2.3.3 - Threat Detection Roadmap Analyze and develop a three-year roadmap for threat detection capability within the security operations center for King County.	2025-04-01 ⁶³	Not Started	0%	2026-06-30 ⁶⁴
Objective 2.4 - Increase the speed of information security and privacy strategy adoption and deployment in the County.				
2.4.1 - 'Right Size' Security and Privacy (S&P) Headcount Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County.	2024-01-01	On Time	21%	2027-12-31
2.4.2 - S&P Shared Responsibility Program Develop a shared responsibility program with County agencies to inform, educate, and obtain consensus regarding efforts to protect information and assets.	2025-01-01	Not Started	0%	2027-03-31
2.4.3 - Reduce S&P Response Time Reduce response time to critical security and privacy incidents by 10%.	2024-01-01	On Time	4%	2025-06-30
2.4.4 - S&P Committee Develop a security and privacy committee with representation from County agencies for centralized decision-making and communications regarding efforts to protect information and assets.	2025-01-01	Not Started	0%	2026-03-31 ⁶⁵

⁶² Prior date was 26Q2.

⁶³ Prior date was 24Q1.

⁶⁴ Prior date was 25Q3.

⁶⁵ Prior date was 26Q2.

Goal 2 – Continuously Improve Digital Security and Privacy.

IT Capital Projects - Closed in 2024

In 2024, King County did not complete any “Continuously Improve Digital Security and Privacy” supporting projects.

None.

IT Capital Projects - Active in 2024

There were ten capital IT projects supporting this goal that were active but did not complete in 2024. The total project budget for those efforts totaled \$35 million. Listed below are each of these projects with their total project budget. More details available in the portfolio management tool that is used for tracking all King County IT capital projects.⁶⁶

Goal 2 - Continuously Improve Digital Security and Privacy		
Project Name	Status	Total Project Budget
DNRP SWD SCADA Security Upgrades	Active	\$ 2,362,905.00
KCIT AD Consolidation	Active	\$ 1,600,000.00
KCIT Enterprise Password Mgmt Solutions	Not Started	\$ 171,613.00
KCIT Identity Governance and Admin Solutions	Not Started	\$ 250,000.00
KCIT MFA for Login.KC	Not Started	\$ 1,960,000.00
KCIT SIEM Solution	Active	\$ 908,112.00
KCIT Vendor Access Management	Active	\$ 291,613.00
Security TCC Pilot	Active	\$ 2,400,000.00
TDC FAC ACCESS VIDEO SYS REPL	Active	\$ 2,205,720.00
TDC Video Management System	Active	\$ 23,237,189.00
		\$ 35,387,152.00

Active IT capital projects at the end of 2024 that support Goal 2.

⁶⁶ Link to [PPMPro](https://kingcounty.ppmpro.com/home.pa#%5BT5%5D): <https://kingcounty.ppmpro.com/home.pa#%5BT5%5D>

Goal 3 - Consistent Online Services Experience

The following table presents the current list of strategic initiatives supporting goal three. It is sorted by initiatives within each objective and calls out any changes to an initiative's description or dates, to be fully transparent with the original list in the SITP 2024-2027. It also provides information on the status of the effort as last reflected in the portfolio management tool by the initiative's owner.

Table 4 - Initiatives supporting goal 3 and its objectives.

Goal 3 - Enable a digital King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.				
Objective 3.1 – Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.				
Initiative	Planned Start	Actual Start	Percent Complete	Planned Complete
3.1.1 - Public Identity Access Point Inventory⁶⁷ Inventory all identity-associated entry points for those served and develop a plan and timeline to centralize their access via the portal. Bolster application portfolio to identify which applications are accessed by the public and which capability the application is providing. This will help influence decisions associated with the one-stop portal.	2025-04-01 ⁶⁸	Not Started	0%	2026-03-31 ⁶⁹
3.1.2 - Omnichannel portal Build an omnichannel portal for interactions between King County agencies and those they serve.	2027-01-01	Not Started	0%	2028-03-31
3.1.3 - Enterprise CRM⁷⁰ 1 - Develop a countywide strategy for Customer Relationship Management (CRM), 2 - Inventory, 3 - Design, 4 - develop a roadmap for the reduction of redundant CRM systems.	2025-04-01 ⁷¹	Not Started	0%	2026-12-31 ⁷²
Objective 3.2 - Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County.				

⁶⁷ Prior wording was 'Inventory all identity-associated entry points for those we serve and develop a plan and timeline to centralize their access via the portal.'

⁶⁸ Prior date was 27Q2.

⁶⁹ Prior date was 28Q1.

⁷⁰ Prior wording was 'develop a countywide strategy for Customer Relationship Management (CRM), including a roadmap for the reduction of redundant systems.'

⁷¹ Prior date was 24Q1.

⁷² Prior date was 27Q1

Goal 3 - Enable a digital King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.

3.2.1 - AI Investment Framework Establish an AI investment framework based on King County's principles of True North.	2025-01-01 ⁷³	Not Started	0%	2026-03-31 ⁷⁴
3.2.2 - AI Governance Model Draft and formalize an AI governance model including a standard engagement toolkit to support the established AI ecosystem.	2024-04-01	On Time	50%	2025-12-31
3.2.3 - AI Up-Skill Identify the new skills needed by employees to use AI in the business setting.	2025-01-01 ⁷⁵	On Time	15%	2027-12-31 ⁷⁶

IT Capital Projects - Closed in 2024

In 2024, King County completed one “Consistent Online Services Experience” project with that project spending over \$250,000 or using capital funds. The end-of-project evaluation for that project is shown below.

Project Agency, Name & Number	Project Close Date	Project Budget	Remaining Appropriation (Capital / Grant)	End of Project Review Score	Score: Project Value	Score: Project Management	Score: PRB Compliance
KCIT - KCIT KC.Gov Web Presence - 1134308	August 12, 2024	\$15,563,858	\$1,344,392	48%	25	75	44

Success scores for projects completed in 2024 over \$250,000 or using capital funds and supporting goal three.

IT Capital Projects - Active in 2024

In addition to the one project that closed in 2024, there were nine capital IT projects supporting this goal that were active but did not complete in 2024. The total project budget for those efforts totaled over \$9 million. Listed below are each of these projects with their total project budget. More details available in the portfolio management tool that is used for tracking all King County IT capital projects.⁷⁷

Goal 3 – Consistent Online Services Experience		
Project Name	Status	Total Project Budget
Access Customer Eligibility	Active	\$ 1,200,000.00
DPH IT EHS Envision Replacement	Active	\$ 3,874,359.00
EMS Online SI STRIVE Implementation	Active	\$ 2,987,541.00
KCIT - Power Platform License Management Accelerator Implementation	Active	\$ 118,896.00

⁷³ Prior date was 24Q1.

⁷⁴ Prior date was 24Q4.

⁷⁵ Prior date was 24Q1.

⁷⁶ Prior date was 24Q4.

⁷⁷ Link to [PPMPro](https://kingcounty.ppmpro.com/home.pa#%5BT5%5D): <https://kingcounty.ppmpro.com/home.pa#%5BT5%5D>

Goal 3 - Enable a digital King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.

KCIT - Public Folder Modernization	Active	\$ 145,929.00
KCIT API Expansion and Standardization	Active	\$ 460,000.00
KCIT RFP next gen payments	Active	\$ 169,565.00
KCSC JURY MGMT SYS REPLACEMENT	Active	\$ 462,000.00
MTD RideshareOnline.com Enhancements Phase 2	Not Started	\$ 249,265.00
		\$ 9,667,555.00

Active IT capital projects at the end of 2024 that support Goal 3.

Goal 4 - A Data Driven King County

The following table presents the current list of strategic initiatives supporting goal four. It is sorted by initiatives within each objective and calls out any changes to an initiative's description or dates, to be fully transparent with the original list in the SITP 2024-2027. It also provides information on the status of the effort as last reflected in the portfolio management tool by the initiative's owner.

Table 5 - Initiatives supporting goal 4 and its objectives.

Goal 4 - Expand the availability, use, and power of data and analytics to advance a data-driven King County.				
Objective 4.1 – Implement an enterprise data governance strategy and roadmap.				
Initiative	Planned Start	Actual Start	Percent Complete	Planned Complete
4.1.1- Information Asset Catalog Partner with agencies to catalog/classify/secure/share information assets using a consistent approach that adheres to asset management, data security, and information classification policies.	2024-01-01	On Time	5%	2028-12-31 ⁷⁸
4.1.2 - Enable Self-Service Data Analytics Enable self-service data analytics capabilities and expand data literacy across County agencies.	2026-01-01 ⁷⁹	Not Started	0%	2028-12-31
4.1.3 - Data Office Creation Establish a Data Office with Chief Data Officer and enterprise data governance council.	2024-01-01	On Time	25%	2025-12-31 ⁸⁰
4.1.4 - Complete Data Asset Catalog Catalog and map data assets.	2024-01-01 ⁸¹	Early	2%	2028-12-31
4.1.5 - Open Data Best Practices Develop a set of open data best practices and a community of practice across the county to focus on useability, quality, and consistency.	2026-01-01 ⁸²	Not Started	0%	2028-12-31 ⁸³

⁷⁸ Prior date was 27Q1.

⁷⁹ Prior date was 27Q1.

⁸⁰ Prior date was 24Q4.

⁸¹ Prior date was 26Q1.

⁸² Prior date was 24Q1.

⁸³ Prior date was 27Q4.

Goal 4 - Expand the availability, use, and power of data and analytics to advance a data-driven King County.

4.1.6 - Open Data Strategy & Roadmap Refine and execute the open data strategy and associated roadmaps.	2026-01-01 ⁸⁴	Not Started	0%	2028-12-31 ⁸⁵
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Objective 4.2 - Increase the transparency, availability, and use of data relevant to specific areas of focus to be determined, across the County (equity, quality of services, etc.).

4.2.1 - Data Dashboards for Areas of Focus Identify, year over year, the area(s) of focus, provision the work to gather, analyze, and present data, and provision dashboards that present relevant metrics regarding the area of focus.	2025-06-01 ⁸⁶	Not Started	0%	2028-12-31
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IT Capital Projects - Closed in 2024

In 2024, King County completed one “Data Driven King County” project with spending over \$250,000 or using capital funds. The end of project evaluation for that project that is shown below.

Project Agency, Name & Number	Project Close Date	Project Budget	Remaining Appropriation (Capital / Grant)	End of Project Review Score	Score: Project Value	Score: Project Management	Score: PRB Compliance
DES - DES BRC FBOD Annual Comprehensive Financial Report (ACFR) EPM - 1143965	October 2, 2024	\$1,583,147	\$932,896	65%	50	100	44

Success scores for projects completed in 2024 over \$250,000 or using capital funds and supporting goal four.

IT Capital Projects - Active in 2024

In addition to the one project that closed in 2024, there were 16 capital IT projects supporting this goal that were active but did not complete in 2024. The total project budget for those efforts totaled over \$52 million. Listed below are each of these projects with its total project budget. More details available in the portfolio management tool that is used for tracking all King County IT capital projects.⁸⁷

Goal 4 – A Data Driven King County		
Project Name	Status	Total Project Budget
Customer Experience Analytics & Insight	Active	\$ 1,214,248.00
DAJD Data Warehouse	Active	\$ 2,379,032.00
DCHS CMS Replacement - Agiloft	Active	\$ 936,000.00
DJA Data Warehouse	Active	\$ 1,918,516.00
DNRP WTD Data Storage Intake	Active	\$ 237,840.00
DNRP WTD GraniteNet SaaS Deployment	Active	\$ 118,406.00
DPD Case Management System Replacement	Active	\$ 7,072,949.00
DPH EHS Residential Lead Monitoring	Active	\$ 425,347.00

⁸⁴ Prior date was 24Q1.

⁸⁵ Prior date was 27Q4.

⁸⁶ Prior date was 25Q1.

⁸⁷ Link to [PPMPro](https://kingcounty.ppmpro.com/home.pa#%5BT5%5D): <https://kingcounty.ppmpro.com/home.pa#%5BT5%5D>

Goal 4 - Expand the availability, use, and power of data and analytics to advance a data-driven King County.

DPH Health Sciences Data Exchange Engine	Active	\$ 211,549.00
DPH School Based Health Center Data Hub	Active	\$ 660,193.00
DPH-Prevention KCMEC CT Scanner	Active	\$ 230,700.00
Energy Monitoring (Trolley)	Active	\$ 2,400,000.00
Laboratory Information Management System (LIMS) Modernization	Active	\$ 4,567,475.00
PAO - CJIS Data Hub with Esri Enterprise	Active	\$ 106,972.00
TDC Asset Management System Replacement	Active	\$ 15,358,326.00
TDC Zero Emissions Charge Management Technology	Active	\$ 14,469,490.00
		\$ 52,307,043.00

Active IT capital projects at the end of 2024 that support goal four.

Goal 5 - Drive IT Excellence

The following table presents the current list of strategic initiatives supporting goal five. It is sorted by initiatives within each objective and calls out any changes to an initiative's description or dates, to be fully transparent with the original list in the SITP 2024-2027. It also provides information on the status of the effort as last reflected in the portfolio management tool by the initiative's owner.

Table 6 - Initiatives supporting goal 5 and its objectives.

Goal 5 - Drive Information Technology effectiveness and operational excellence.				
Objective 5.1 – Accelerate legacy modernization				
Initiative	Planned Start	Actual Start	Percent Complete	Planned Complete
5.1.1- Cloud Strategy Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments.	2024-01-01	On Time	95%	2025-03-31 ⁸⁸
5.1.2 - Tech Debt Reduction Identify systems and hardware technical debt and introduce debt reduction planning into lifecycle management.	2024-01-01 ⁸⁹	On Time	30%	2025-12-31 ⁹⁰
5.1.3 - Conference Room Modernization	2024-01-01	On Time	70%	2025-12-31

⁸⁸ Prior date was 24Q4.

⁸⁹ Prior date was 24Q2.

⁹⁰ Prior date was 24Q4.

Goal 5 - Drive Information Technology effectiveness and operational excellence.

Modernize conference room technologies and implement ongoing maintenance practices.				
5.1.4 - Ray Baum Compliance This project will bring King County in compliance with the Ray Baum Act which requires agencies, that project Voice over IP (VoIP) telephony services, to provide detailed location information to the Public Safety Answering Point (PSAP) for all 911 calls. The project includes performing detailed audit and documentation of network ports and wireless connectivity, re-patching and re-labeling switch ports and patch panels to identify advanced location information, such as "NW Quadrant of 7th floor SW corner" and configuring the network hardware to identify/report each port and wireless device with their location information at each King County facility/locations providing VoIP phone service.	2025-01-01	New	60%	2025-07-31
Objective 5.2 - Finalize and implement the Enterprise Architecture (EA)				
5.2.1 - Enterprise Architecture Framework Develop and maintain a consistent Enterprise Architecture framework for aligning technology investments with Information Technology and business objectives. Leading to Better decision-making regarding IT investments by considering business context (capabilities, value stream, process). ⁹¹	2024-01-01	On Time	35%	2025-12-31 ⁹²
Objective 5.3 - Deliver a strategic information technology services portfolio that focuses on enterprise value				
5.3.1 - Business Capabilities - Platform consolidation Identify business capabilities served by disparate technology solutions and draft a strategy for the reduction of redundancies.	2024-01-01	On Time	35%	2026-03-31 ⁹³

⁹¹ Prior wording was 'Develop and maintain a consistent Enterprise Architecture framework for aligning technology investments with Information Technology and business objectives.'

⁹² Prior date was 24Q4.

⁹³ Prior date was 25Q1.

Goal 5 - Drive Information Technology effectiveness and operational excellence.

5.3.2 - Enterprise Solutions / Platforms Reduce the number of unique configurations of hardware and software through the use of enterprise-enabled solutions.	2026-01-01	Not Started	0%	2028-12-31
5.3.3 - API Transition Complete the transition to Application Programming Interfaces (APIs), platforms, and reusable services that reduce effort and accelerate delivery.	2024-01-01	On Time	70%	2026-12-31
5.3.4 - Deliver BC Plan Deliver Business Continuity (BC) plan that is maintainable and testable.	2024-01-01	On Time	50%	2026-12-31 ⁹⁴
5.3.5 - KCIT Service Catalog Establish the KCIT service catalog.	2026-01-01	Not Started	0%	2027-12-31
5.3.6 - Innovation Culture Build a culture of responsible innovation to support the development and testing of new concepts.	2026-01-01 ⁹⁵	Not Started	0%	2027-12-31
Objective 5.4 - Create an information technology asset management practice to reduce risk, manage cost, and improve service.				
5.4.1 - Asset Inventory Develop an inventory of assets (physical and virtual) and a corresponding strategy for their ongoing maintenance and lifecycle management.	2026-01-01 ⁹⁶	Not Started	0%	2027-12-31 ⁹⁷
5.4.2 - Radio Preventative Maintenance Implement radio subscriber Preventative Maintenance (PM) service to the entire King County region for both internal and external public safety agencies.	2024-01-01	On Time	65%	2027-12-31
5.4.3 - Distributed Antenna Systems servicing Comply with regulatory requirements for Distributed Antenna Systems by putting in place appropriate servicing process now that PSERN staff can no longer perform this function.	2024-04-01	Started Early	1%	2026-06-30 ⁹⁸

⁹⁴ Prior date was 24Q3.

⁹⁵ Prior date was 24Q1.

⁹⁶ Prior date was 24Q1

⁹⁷ Prior date was TBD.

⁹⁸ Prior date was 24Q4.

Goal 5 - Drive Information Technology effectiveness and operational excellence.

Objective 5.5 - Evolve the project oversight and management functions to reduce administrative burden, improve project outcomes, and increase the percentage of on-time project completion.

5.5.1 - KCIT Governance Refine the KCIT governance function to increase efficiencies and reduce administrative burden.	2025-02-18 ⁹⁹	Not Started	0%	2025-11-30 ¹⁰⁰
5.5.2 - KCIT Resource Planning Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight.	2025-04-01 ¹⁰¹	Not Started	0%	2026-09-30 ¹⁰²
5.5.3 - Technology Investment to Business Priority Alignment Ensure alignment of business priorities with technology investments and enterprise/County values.	2025-01-01 ¹⁰³	Not Started	0%	2025-06-30 ¹⁰⁴

IT Capital Projects - Closed in 2024

In 2024, King County completed nine “Drive IT Excellence” projects with six spending over \$250,000 or using capital funds. The end of project evaluation for the projects that were completed and over \$250,000 are shown below.

Project Agency, Name & Number	Project Close Date	Project Budget	Remaining Appropriation (Capital / Grant)	End of Project Review Score	Score: Project Value	Score: Project Management	Score: PRB Compliance
DAJD - Jail Management System - 1129763	April 12, 2024	\$23,403,753	\$8,145	83%	88	83	78
KCIT - KCIT DC Analysis & Planning - 1143995	June 25, 2024	\$500,000	\$500,000	94%	100	100	83
KCM - Replacement of 4.9 Network and Mobile Access Routers (NGW) - 1124429	October 31, 2024	\$17,800,336	\$108,610	66%	38	100	61
DCHS - Integrated Managed Care (IMC Phase 2 - Platform Replacement) - 1136362	November 8, 2024	\$14,002,571	\$59,354	17%	13	0	39
KCIT - KCIT Elections Prep - 1124717	December 17, 2024	\$199,542	\$0	89%	100	100	67
DES-Facilities Management - DES FMD KCIT Radio In-building - 1132306	December 19, 2024	\$3,671,984	\$23,326				

Success scores for projects completed in 2024 over \$250,000 or using capital funds and supporting goal five.

IT Capital Projects - Active in 2024

In addition to the nine projects that closed in 2024, there were forty-one capital IT projects supporting this goal that were active but did not complete in 2024. The total project budget for those efforts totaled over \$259 million. Listed below are each of these projects with their total

⁹⁹ Prior date was 24Q1.

¹⁰⁰ Prior date was 25Q1.

¹⁰¹ Prior date was 24Q1.

¹⁰² Prior date was 25Q3.

¹⁰³ Prior date was 24Q1.

¹⁰⁴ Prior date was 24Q2.

Goal 5 - Drive Information Technology effectiveness and operational excellence.

project budget. More details are available in the portfolio management tool that is used for tracking all King County IT capital projects.¹⁰⁵

Goal 5 – Drive IT Excellence		
Project Name	Status	Total Project Budget
911 Platform Modernization	Active	\$ 21,575,655.00
AssetWorks M5 2024 Upgrade	Not Started	\$ 355,755.00
Comprehensive Facilities Asset Management	Active	\$ 1,500,000.00
DES - FBOD Aquirit implementation	Active	\$ 181,034.00
DES - Inquest CMS Implementation	Active	\$ 223,070.00
DES BRC EBS Application Upgrade	Not Started	\$ 9,053,900.00
DES BRC EBS BI Migration to Oracle Cloud	Active	\$ 7,106,852.00
DES BRC FBOD Fixed Assets Optimization	Active	\$ 3,025,285.00
DJA Systems Replacement Project	Active	\$ 8,426,832.00
DNRP - Flood Warning Center IT Upgrades	On Hold	\$ 1,500,000.00
DNRP - SWD Workforce Management System	Not Started	\$ 1,558,582.00
DNRP SWD - Permit Compliance Program	Active	\$ 368,880.00
DNRP WTD ECMS Portal	On Hold	\$ 220,145.00
DNRP WTD Flow Monitoring Data Management and Analysis Application Update	Active	\$ 218,709.00
DPH Infolinx Upgrade or Replacement	Active	\$ 616,347.00
HASTUS Tuning	Active	\$ 1,200,000.00
HASTUS UPGRADE FROM V2014	Active	\$ 6,306,308.00
INIT Streetcar	Active	\$ 858,000.00
JHS Electronic Medication Administration Record	Active	\$ 1,503,665.00
KCIT - Ray Baum Act Compliance	Active	\$ 4,893,760.00
KCIT Radio Infra Risk Mitigation	Active	\$ 2,175,000.00
KCIT RCECC Diverse Fiber Path	Not Started	\$ 1,944,800.00
KCIT Shared Device Telephony Solution	Active	\$ 3,648,000.00
KCSO AFIS LIMS Replacement	Active	\$ 676,000.00
KCSO AFIS Livescan Replacement	Active	\$ 800,000.00
KCSO Computer Aided Dispatch System Replacement	Not Started	\$ 1,121,764.00
KCSO Payroll Reengineering	Active	\$ 629,349.00
MTD - Capital - 1134260 SCADA Replacement	Active	\$ 102,547.00
MTD - Capital - 1134261 Building Management System (BMS) Review	On Hold	\$ 102,547.00
MTD - Capital - FA - 1139367 - Interim Base Electrification (Tukwila) - Network	Active	\$ 343,334.00
Operator Electronic Pick	Not Started	\$ 5,820,000.00
PAO Civil Matter Case Mgmt Sys	Active	\$ 3,010,000.00

¹⁰⁵ Link to [PPMPro](https://kingcounty.ppmpro.com/home.pa#%5BT5%5D): <https://kingcounty.ppmpro.com/home.pa#%5BT5%5D>

Goal 5 - Drive Information Technology effectiveness and operational excellence.

PPM Pro - Phase II: Work Management Tools Deployment	On Hold	\$ 944,700.00
Pre-trip Inspection	Active	\$ 6,000,000.00
Property Tax Administration System (PTAS) 2025	Active	\$ 126,303,596.00
RSD Maintenance Mgmt System Replacement	Active	\$ 1,000,000.00
TDC TCC Phone System	Active	\$ 3,333,000.00
Transit Signal Priority System Replacement (TSP)	Active	\$ 5,329,305.00
WebTools Upgrade	Not Started	\$ 5,400,000.00
WTD CMMS UPGRADE	Active	\$ 11,865,472.00
WTD PIMS REPLACEMENT	Active	\$ 3,012,131.00
Yard Management	Active	\$ 4,800,000.00
		\$ 259,054,324.00

Active IT capital projects at the end of 2024 that support goal five.

KCC 2A.380.200.B.6 – Appendices supporting the recommended objectives; and KCC 2A.380.200.B.7 - Appendix defining the appropriate strategic performance metric(s) for each recommended objective in the plan

See King County's Strategic Information Technology Plan 2024-2027 for details about strategic metric reporting expected in this annual update.¹⁰⁶

VI. Conclusion

King County continues to make progress toward achieving the goals identified in the SITP 2024-2027. All five goals contribute towards the continuous improvements needed to attain and remain a Best Run Government. Specific focus is also applied to objectives and initiatives that directly support the County's Equity and Social Justice Strategic Plan by focusing on accessibility to our digital services and improving digital equity in our communities, the County's newest determinant of equity.

Strategic initiatives that support all goals will continue to evolve and change over time, in collaboration with King County leaders and trusted technology advisors throughout the region. This continuous improvement mindset reflects the constantly shifting needs of King County agencies and rapidly evolving technology landscapes.

The SITP 2024-2027 not only addresses the immediate technological needs of King County but also lays the groundwork for a future-ready and resilient digital infrastructure. By fostering a culture of continuous improvement and embracing emerging technologies responsibly, King County is poised to excel in delivering efficient, citizen-centric services while navigating the complexities of the evolving

¹⁰⁶Link to [King County Strategic Information Technology plan 2024-2027](https://cdn.kingcounty.gov/-/media/king-county/depts/kcit/documents/sitp-2024-2027.pdf?rev=60b54cd570ab49f6a45194eb0e547071&hash=2AF5BE4BE0B487481BBE67CF6EA4EB41) Link: <https://cdn.kingcounty.gov/-/media/king-county/depts/kcit/documents/sitp-2024-2027.pdf?rev=60b54cd570ab49f6a45194eb0e547071&hash=2AF5BE4BE0B487481BBE67CF6EA4EB41>

digital landscape. Achieving the goals, objectives, and initiatives outlined in the SITP 2024-2027 depends on adequate funding and staff resources.

VII. Appendices

Appendix A – All Strategic Goals, Objectives, and Initiatives

This appendix provides a full list of all strategic goals in table seven, all strategic objectives in table eight, and all strategic initiatives in table nine. These lists were exported from the portfolio management tool and include the lifecycle status for each item on the list. Lifecycle status values and their meaning include:

- Plan or Phase-in = Approved with a future starting date
- Active = Currently in progress
- End of Life = Completed

Table 7- Appendix A - List of all strategic IT goals

Name	Description	Lifecycle
Goal 1 - A Digitally Equitable KC	Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.	active
Goal 2 - Continuously Improve Digital Security and Privacy	Continuously Improve Digital Security and Privacy.	active
Goal 3 - Consistent Online Services Experience	Enable a digital King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.	active
Goal 4 - A Data-Driven King County	Expand the availability, use, and power of data and analytics to advance a data-driven King County	active
Goal 5 - Drive IT Excellence	Drive Information Technology effectiveness and operational excellence	active

Table 8- Appendix A - List of all strategic IT objectives

Name	Description	Lifecycle
Obj 1.1 - Lead Digital Accessibility	Lead the standardization of accessibility and language across all communication channels with the community.	active
Obj 1.2 - Remove Potential Bias	Facilitate the use of tools and measures that remove potential bias from information technology initiatives.	active
Obj 1.3 - Support Broadband and Digital Equity	Support efforts to build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.	active
Obj 1.4 - Data-Driven Equity	Be data-driven when making decisions regarding equitable access and standards across the county.	active

Name	Description	Lifecycle
Obj 2.1 - Centralize and streamline identity management	Centralize and streamline identity management at King County.	active
Obj 2.2 - Ensure privacy & security of information assets.	Ensure the privacy and security of information assets.	active
Obj 2.3 - Automate Threat detection capability.	Automate King County's threat detection capability.	active
Obj 2.4 - Increase Speed of S&P Deployment	Increase the speed of information security and privacy strategy adoption and deployment in the County.	active
Obj 3.1 - 'One-Stop' Portal Experience	Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.	active
Obj 3.2 - AI Strategy & Roadmap	Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County.	active
Obj 4.1 - Enterprise Data Governance Strategy & Roadmap.	Implement an enterprise data governance strategy and roadmap.	active
Obj 4.2 - Increase Use of data in Focus Areas	Increase the transparency, availability, and use of data relevant to specific areas of focus to be determined, across the County (equity, quality of services, etc	active
Obj 5.1 - Accelerate legacy modernization	Accelerate legacy modernization	active
Obj 5.2 - Implement the Enterprise Architecture (EA)	Finalize and implement the Enterprise Architecture (EA)	active
Obj 5.3 - IT Services Portfolio Focused on Enterprise Value	Deliver a strategic information technology services portfolio that focuses on enterprise value	active
Obj 5.4 - IT Asset Management Practice	Create an information technology asset management practice to reduce risk, manage cost, and improve service.	active
Obj 5.5 - Evolve Project Oversight & Management	Evolve the project oversight and management functions to reduce administrative burden, improve project outcomes, and increase the percentage of on-time project completion.	active

Table 9 - Appendix A - List of all Strategic IT Initiatives, with lifecycle state, start (active) date, and complete date

Name	Description	Lifecycle	Start	Complete
1.1.1 - Public Input on IT	Create a process that allows the public to provide feedback on tools that directly support their customer service experience.	phaseIn	2027-01-01	2027-12-31

Name	Description	Lifecycle	Start	Complete
1.1.2 - Digital Accessibility Compliance - Program	<p>Ensure that all public-facing web technologies meet the Web Content Accessibility Guidelines (WCAG), making digital services more accessible to all.</p> <p>This initiative acts at a program level and has multiple initiatives rolling up to this one. See the 'children' in the relations explorer for initiatives currently in the program.</p>	active	2024-01-01	2027-12-31
1.1.2.1 NEW - Training for Digital Accessibility	Develop and deliver accessibility training to all KCIT staff and those in the enterprise who will benefit.	active	2025-01-31	2025-12-31
1.1.2.2 NEW - Audit & Plan for Digital Accessibility	Asses the current state of ADA compliance for KC's digital services - both internal and external facing - and create a plan to move to full compliance.	plan	2025-06-01	2025-12-31
1.1.2.3 NEW - Remediation for Digital Accessibility	<p>Establish a system of record for all ADA technical debt (product/platform, quality of current compliance, etc.) for internal and external-facing experiences.</p> <p>Define a rubric for prioritizing work to be completed (number of users, internal/external, seasonality of use, etc.)</p> <p>Establish a regular cadence for progress reporting</p> <p>Define a common approach and Enterprise Standard for validation and quality testing for each platform (heuristics, ownership & responsibility within KCIT, etc.)</p>	plan	2026-01-01	2026-12-31
1.1.2.4 NEW - Ongoing Governance for Digital Accessibility	<p>Outcomes for this effort include:</p> <ul style="list-style-type: none"> * identify all touchpoints across the KCIT product/project delivery process where ADA should be included * establish clear roles for all aspects of governance * promote compliance for all digital experiences offered by King County * operationalize the process 	plan	2025-06-01	2026-12-31
1.1.3 - Communication Channel Strategy	1.1.3 - Define County supported communication channels -where/ how they are utilized and the languages that each supports.	active	2024-04-01	2025-12-31

Name	Description	Lifecycle	Start	Complete
1.2.1 - Equity Metrics	Establish metrics that track the outcomes of equity impact processes intended to eliminate bias.	endOfLife	2025-01-01	2025-02-01
1.2.2 - EIR Expansion	Expand Equity Impact Reviews (EIRs) to include Information Technology (IT) lines of service.	active	2024-04-01	2027-04-01
1.2.3 - EIR Process Maturity	Standardize, digitize, and make transparent the Equity Impact Review (EIR) process and use for 95% of County projects.	active	2025-01-01	2027-01-01
1.3.1 - Fiber Grants	Complete two WSBO funded public private partnership infrastructure grants with Ziply Fiber.	active	2024-01-01	2025-12-31
1.3.2 - Broadband and Digital Equity as a Determinant of Equity	Engage with the office of PSB the OERSJ to include broadband and digital equity as a new determinant of equity.	endOfLife	2024-01-01	2024-03-31
1.3.3 - Digital Equity Funding Framework	Establish a framework for tracking digital equity funding opportunities.	active	2024-01-01	2025-12-31
1.3.4 - Broadband and Digital Equity Dashboaqrd	Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting.	endOfLife	2024-01-01	2024-10-09
1.3.5 NEW - BEAD Funding	Identify private ISP's to partner with on BEAD project areas and secure funding to build infrastructure to unserved and underserved locations in King County.	plan		2028-12-31
1.4.1 - Data Hub Investment	Strategically invest in data hubs and intelligence tools to identify where needs for services are the greatest.	active	2024-01-01	2028-12-31
2.1.1 - AD Consolidation	Complete Active Directory (AD) consolidation, migrating all users and workstations into the KC domain.	active	2024-01-01	2026-09-30
2.1.2 - Identity Platform	Procure an enterprise identity governance platform to centralize and streamline identity management across King County.	phaseIn	2026-01-01	2027-12-31
2.1.3 - Vendor Access Policy	Design and implement a policy and plan for vendor access to servers and data that recognizes the breadth of usage scenarios.	active	2024-01-01	2026-12-31
2.1.4 - Public User IAM Policy	Develop an identity management policy for public users (non-County employees) who interact with King County digital assets.	endOfLife		2024-12-31
2.1.5 NEW - Login.KC Upgraded to MFA	Upgrade Login.KC to MFA to reduce security risk to KC ecosystem by securing external login process to jail bookings and related functions from external partner orgs	plan	2026-01-01	2027-12-31

Name	Description	Lifecycle	Start	Complete
2.2.1 - Enterprise Information Classification	Implement an enterprise information classification strategy as it applies to Azure Information Protection (AIP) labeling, data loss prevention (DLP), and other similar functions.	active	2025-01-01	2025-12-31
2.2.2 - PII Inventory	Inventory Personally Identifiable Information (PII) countywide through a system of record at the software and data level.	active	2025-01-01	2027-12-31
2.2.3 - Data Loss Prevention Strategy	2.2.3 - Implement a data loss prevention strategy to control access and transmission of sensitive data across King County.	active	2025-01-01	2026-12-31
2.2.4 - Reduce high Vulnerability Response Time	Reduce response time to remediate high vulnerabilities by 20%.	endOfLife	2024-01-01	2024-12-31
2.2.5 NEW - Reduce high vulnerability response v2	Reduce response time to remediate high vulnerabilities by an additional 20% on top of accomplishments in 2.2.4.	plan		2025-12-30
2.3.1 - SIEM Tuning	Invest 5,000 hours in further tuning of Sentinel, KCIT's Security Information and Event Management platform, to develop an automated threat detection capability.	active	2024-01-01	2025-09-30
2.3.2 - Security Incident Response Plan	Develop a robust, countywide security incident response plan that aligns with the Cybersecurity and Infrastructure Security Agency best practices for local government entities.	active	2024-01-01	2025-06-30
2.3.3 - Threat Detection Roadmap	Analyze and develop a 3-year roadmap for threat detection capability within the security operations center for King County.	active	2024-01-01	2026-06-30
2.4.1 - 'Right Size' S&P Headcount	Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County.	active	2024-01-01	2027-12-31
2.4.2 - S&P Shared Responsibility Program	Develop a shared responsibility program with County agencies to inform, educate, and obtain consensus regarding efforts to protect information and assets.	active	2025-01-01	2027-03-31
2.4.3 - Reduce S&P Response Time	Reduce response time to critical security and privacy incidents by 10%.	active	2024-01-01	2025-06-30
2.4.4 - S&P Committee	Develop a security and privacy committee with representation from County agencies for centralized decision-making and communications regarding efforts to protect information and assets.	active	2025-01-01	2026-06-30

Name	Description	Lifecycle	Start	Complete
3.1.1 - Public Identity Access Point Inventory	Inventory all identity-associated entry points for those served and develop a plan and timeline to centralize their access via the portal. Bolster application portfolio to identify which applications are accessed by the public and which capability the application is providing. This will help influence decisions associated with the one-stop portal.	phaseIn	2025-04-01	2026-03-31
3.1.2 - Omnichannel portal	Build an omnichannel portal for interactions between King County agencies and those they serve.	phaseIn	2027-01-01	2028-03-31
3.1.3 - Enterprise CRM	1 - Develop a countywide strategy for Customer Relationship Management (CRM), 2 - Inventory, 3 - Design, 4 - develop a roadmap for the reduction of redundant CRM systems.	phaseIn	2025-04-01	2026-12-31
3.2.1 - AI Investment Framework	Establish an AI investment framework based on King County's principles of True North.	active	2025-01-01	2026-03-31
3.2.2 - AI Governance Model	Draft and formalize an AI governance model including a standards engagement toolkit to support the established AI ecosystem.	active	2024-01-01	2025-12-31
3.2.3 - AI Up-Skill	Identify the new skills needed by employees to use AI in the business setting.	active	2025-01-01	2027-12-31
4.1.1 - Information Asset Catalog	Partner with agencies to catalog/classify/secure/share information assets using a consistent approach that adheres to asset management, data security, and information classification policies.	active	2024-01-01	2028-12-31
4.1.2 - Enable Self-Service Data Analytics	Enable self-service data analytics capabilities and expand data literacy across County agencies.	phaseIn	2026-01-01	2028-12-31
4.1.3 - Data Office Creation	Establish a Data Office with Chief Data Officer and enterprise data governance council.	active	2024-01-01	2025-12-31
4.1.4 - Complete Data Asset Catalog	Catalog and map data assets.	active	2024-01-01	2028-12-31
4.1.5 - Open Data Best Practices	Develop a set of open data best practices and a community of practice across the county to focus on useability, quality, and consistency.	phaseIn	2026-01-01	2028-12-31
4.1.6 - Open Data Strategy & Roadmap	Refine and execute the open data strategy and associated roadmaps.	phaseIn	2026-01-01	2028-12-31

Name	Description	Lifecycle	Start	Complete
4.2.1 - Data Dashboards for Areas of Focus	Identify, year over year, the area(s) of focus, provision the work to gather, analyze, and present data, and provision dashboards that present relevant metrics regarding the area of focus.	phaseIn	2025-06-01	2028-12-31
5.1.1 - Cloud Strategy	Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments.	active	2024-01-01	2025-03-31
5.1.2 - Tech Debt Reduction	Identify systems and hardware technical debt, and introduce debt reduction planning into lifecycle management.	active	2024-04-01	2025-12-31
5.1.3 - Conference Room Modernization	Modernize conference room technologies and implement ongoing maintenance practices.	endOfLife	2024-01-01	2025-01-31
5.1.4 NEW - Ray Baum Compliance	This project will bring King County in compliance with the Ray Baum Act which requires agencies, that project Voice over IP (VoIP) telephony services, to provide detailed location information to the Public Safety Answering Point (PSAP) for all 911 calls. The project includes performing detailed audit and documentation of network ports and wireless connectivity, re-patching and re-labeling switch ports and patch panels to identify advanced location information, such as "NW Quadrant of 7th floor SW corner" and configuring the network hardware to identify/report each port and wireless device with their location information at each King County facility/locations providing VoIP phone service.	plan		2025-07-31
5.2.1 - Enterprise Architecture Framework	Develop and maintain a consistent Enterprise Architecture framework for aligning technology investments with Information Technology and business objectives. Leading to Better decision-making regarding IT investments by considering business context (capabilities, value stream, process).	active	2024-01-01	2025-12-31
5.3.1 - Business Capabilities - Platform consolidation	Identify business capabilities served by disparate technology solutions and draft a strategy for the reduction of redundancies.	active	2024-01-01	2026-03-31

Name	Description	Lifecycle	Start	Complete
5.3.2 - Enterprise Solutions / Platforms	Reduce the number of unique configurations of hardware and software through the use of enterprise-enabled solutions.	phaseIn	2026-01-01	2028-12-31
5.3.3 - API Transition	Complete the transition to Application Programming Interfaces (APIs), platforms, and reusable services that reduce effort and accelerate delivery.	active	2024-01-01	2026-12-31
5.3.4 - Deliver BC Plan	Deliver Business Continuity (BC) plan that is maintainable and testable.	active	2024-01-01	2026-12-31
5.3.5 - KCIT Service Catalog	Establish the KCIT service catalog.	phaseIn	2026-01-01	2027-12-31
5.3.6 - Innovation Culture	Build a culture of responsible innovation to support the development and testing of new concepts.	phaseIn	2026-01-01	2027-12-31
5.3.7 - ERP Strategy & Roadmap	Update the enterprise resource planning (ERP) strategy and roadmap.	active	2024-04-01	2025-12-31
5.3.8 NEW - BC Program Established	TBD - Implement the operational, on-going program and any related infrastructure to ensure COOP is operational. This includes periodic testing/audits.	plan	2026-01-01	
5.4.1 - Asset Inventory	Develop an inventory of assets (physical and virtual) and a corresponding strategy for their ongoing maintenance and lifecycle management.	phaseIn	2026-01-01	2027-12-31
5.4.2 - Radio Preventative Maintenance	Implement radio subscriber Preventative Maintenance (PM) service to the entire King County region for both internal and external public safety agencies.	active	2024-01-01	2027-12-31
5.4.3 - Distributed Antenna Systems servicing	Comply with regulatory requirements for Distributed Antenna Systems by putting in place appropriate servicing process now that PSERN staff can no longer perform this function	active	2024-04-01	2026-06-30
5.5.1 - KCIT Governance	Refine the KCIT governance function to increase efficiencies and reduce administrative burden.	active	2025-02-18	2025-11-30
5.5.2 - KCIT Resource Planning	Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight.	plan	2025-04-01	2026-09-30
5.5.3 - Technology Investment to Business Priority Alignment	Ensure alignment of business priorities with technology investments and enterprise/County values.	active	2025-01-01	2025-06-30

Appendix B – Projects Completed in 2024

Table 10 - Appendix B - projects completed in 2024.

Strategic Technology Objectives 1	Project Number	Project Name	Status	Next Planned Funding Release Date or Project Close Date	Total Project Budget
Goal 1: A Digitally Equitable King County	1111785	Customer Information Systems	Closed	6/10/2024	\$4,662,619.00
Goal 1: A Digitally Equitable King County	1141724	KCIT Enh Wireless Parks	Closed	6/30/2024	\$700,000.00
Goal 1: A Digitally Equitable King County	1143991	KCIT Payment Kiosks	Closed	1/31/2024	\$210,803.20
Goal 3: Consistent Online Services Experience	1134308	KCIT KC.Gov Web Presence	Closed	8/12/2024	\$15,563,858.00
Goal 4: A Data-Driven King County	1143965	DES BRC FBOD Annual Comprehensive Financial Report (ACFR) EPM	Closed	10/2/2024	\$1,583,147.00
Goal 5: Drive IT Excellence	1132306	DES FMD KCIT Radio In-building	Closed	12/19/2024	\$3,671,984.00
Goal 5: Drive IT Excellence	1033761	DPH JHS Med Room Expansion for Pyxis	Closed	7/31/2024	\$121,508.00
Goal 5: Drive IT Excellence	1136362	Integrated Managed Care (IMC Phase 2 - Platform Replacement)	Closed	11/8/2024	\$14,002,571.00
Goal 5: Drive IT Excellence	1129763	Jail Management System	Closed	4/12/2024	\$23,403,753.00
Goal 5: Drive IT Excellence	1143995	KCIT DC Analysis & Planning	Closed	6/25/2024	\$500,000.00
Goal 5: Drive IT Excellence	1124717	KCIT Elections Prep	Closed	12/17/2024	\$199,542.00
Goal 5: Drive IT Excellence	1124717	Renew on-demand KCIT contractor roster	Closed	10/28/2024	\$194,900.00
Goal 5: Drive IT Excellence	1124429	Replacement of 4.9 Network and Mobile Access Routers (NGW)	Closed	10/31/2024	\$17,800,336.00
Goal 5: Drive IT Excellence	1138502	Stream (Classic) to Stream (on SharePoint) Migration	Closed	4/15/2024	\$224,727.00
					\$82,839,748.20

Appendix C – Approved Project List on 12/31/24

Table 11 - Appendix C - approved project list on 12/31/2024.

Strategic Technology Goal	Division	Project Name	Status	Total Project Budget
Goal 1: A Digitally Equitable King County	KCM	Advanced Service Management	Active	\$ 4,800,000.00
Goal 1: A Digitally Equitable King County	DAJD	DAJD Resident GED Testing	Active	\$ 104,754.00
Goal 1: A Digitally Equitable King County	DES - Records & Licensing Services	DES RALS Trans Cntrl Dispatch	On Hold	\$ 1,675,000.00
Goal 1: A Digitally Equitable King County	DPH	DPH - Access and Outreach Database	Active	\$ 786,337.00
Goal 1: A Digitally Equitable King County	DPH	DPH Sexual Health Clinic Partner Notification	Active	\$ 406,399.00
Goal 1: A Digitally Equitable King County	KCM	EEO Case Management	Active	\$ 1,200,000.00
Goal 1: A Digitally Equitable King County	KCIT - KCIT	KCIT ADA Training	Active	\$ 130,000.00
Goal 1: A Digitally Equitable King County	KCIT - KCIT	KCIT Enhanced Wireless - Customer Requests	Active	\$ 553,489.00
Goal 1: A Digitally Equitable King County	KCM	ORCA Enhancements	Active	\$ 5,400,000.00
Goal 1: A Digitally	KCM	ORCA Replacement	Active	\$ 57,537,785.00

Equitable King County				
Goal 1: A Digitally Equitable King County	KCIT - KCIT	Puget Sound Emergency Radio Network (PSERN)	Active	\$ 291,062,856.00
Goal 1: A Digitally Equitable King County	KCM	Real Time Information System Replacement	Active	\$ 6,600,000.00
Goal 1: A Digitally Equitable King County	KCM	Real-Time Improvements Project	Active	\$ 2,219,832.00
Goal 1: A Digitally Equitable King County	KCM	Sign Manager Upgrade	Active	\$ 1,200,000.00
				\$ 373,676,452.00
Goal 2: Continuously Improve Digital Security and Privacy	DNRP	DNRP SWD SCADA Security Upgrades	Active	\$ 2,362,905.00
Goal 2: Continuously Improve Digital Security and Privacy	KCIT - KCIT	KCIT AD Consolidation	Active	\$ 1,600,000.00
Goal 2: Continuously Improve Digital Security and Privacy	KCIT - KCIT	KCIT Enterprise Password Mgmt Solutions	Not Started	\$ 171,613.00
Goal 2: Continuously Improve Digital Security and Privacy	KCIT - KCIT	KCIT Identity Governance and Admin Solutions	Not Started	\$ 250,000.00
Goal 2: Continuously Improve Digital Security and Privacy	KCIT - KCIT	KCIT MFA for Login.KC	Not Started	\$ 1,960,000.00

Goal 2: Continuously Improve Digital Security and Privacy	KCIT - KCIT	KCIT SIEM Solution	Active	\$ 908,112.00
Goal 2: Continuously Improve Digital Security and Privacy	KCIT - KCIT	KCIT Vendor Access Management	Active	\$ 291,613.00
Goal 2: Continuously Improve Digital Security and Privacy	KCM	Security TCC Pilot	Active	\$ 2,400,000.00
Goal 2: Continuously Improve Digital Security and Privacy	KCM	TDC FAC ACCESS VIDEO SYS REPL	Active	\$ 2,205,720.00
Goal 2: Continuously Improve Digital Security and Privacy	KCM	TDC Video Management System	Active	\$ 23,237,189.00
				\$ 35,387,152.00
Goal 3: Consistent Online Services Experience	KCM	Access Customer Eligibility	Active	\$ 1,200,000.00
Goal 3: Consistent Online Services Experience	DPH - Environmental Health Services	DPH IT EHS Envision Replacement	Active	\$ 3,874,359.00
Goal 3: Consistent Online Services Experience	DPH - Emergency Medical Services	EMS Online SI STRIVE Implementation	Active	\$ 2,987,541.00
Goal 3: Consistent Online Services Experience	KCIT - KCIT	KCIT - Power Platform License Management Accelerator Implementation	Active	\$ 118,896.00
Goal 3: Consistent	KCIT - IT Operations	KCIT - Public Folder Modernization	Active	\$ 145,929.00

Online Services Experience				
Goal 3: Consistent Online Services Experience	KCIT - KCIT	KCIT API Expansion and Standardization	Active	\$ 460,000.00
Goal 3: Consistent Online Services Experience	KCIT - KCIT	KCIT RFP next gen payments	Active	\$ 169,565.00
Goal 3: Consistent Online Services Experience	KCSC	KCSC JURY MGMT SYS REPLACEMENT	Active	\$ 462,000.00
Goal 3: Consistent Online Services Experience	KCM	MTD RideshareOnline.com Enhancements Phase 2	Not Started	\$ 249,265.00
				\$ 9,667,555.00
Goal 4: A Data-Driven King County	KCEO	Customer Experience Analytics & Insight	Active	\$ 1,214,248.00
Goal 4: A Data-Driven King County	DAJD	DAJD Data Warehouse	Active	\$ 2,379,032.00
Goal 4: A Data-Driven King County	DCHS	DCHS CMS Replacement - Agiloft	Active	\$ 936,000.00
Goal 4: A Data-Driven King County	DJA	DJA Data Warehouse	Active	\$ 1,918,516.00
Goal 4: A Data-Driven King County	DNRP - WTD	DNRP WTD Data Storage Intake	Active	\$ 237,840.00
Goal 4: A Data-Driven King County	DNRP	DNRP WTD GraniteNet SaaS Deployment	Active	\$ 118,406.00
Goal 4: A Data-Driven King County	DPD	DPD Case Management System Replacement	Active	\$ 7,072,949.00
Goal 4: A Data-Driven King County	DPH	DPH EHS Residential Lead Monitoring	Active	\$ 425,347.00

Goal 4: A Data-Driven King County	DPH - Office of the Director	DPH Health Sciences Data Exchange Engine	Active	\$ 211,549.00
Goal 4: A Data-Driven King County	DPH	DPH School Based Health Center Data Hub	Active	\$ 660,193.00
Goal 4: A Data-Driven King County	DPH - Prevention Services	DPH-Prevention KCMEOT Scanner	Active	\$ 230,700.00
Goal 4: A Data-Driven King County	KCM	Energy Monitoring (Trolley)	Active	\$ 2,400,000.00
Goal 4: A Data-Driven King County	KCIT - KCIT	Laboratory Information Management System (LIMS) Modernization	Active	\$ 4,567,475.00
Goal 4: A Data-Driven King County	PAO	PAO - CJIS Data Hub with Esri Enterprise	Active	\$ 106,972.00
Goal 4: A Data-Driven King County	KCM	TDC Asset Management System Replacement	Active	\$ 15,358,326.00
Goal 4: A Data-Driven King County	KCM	TDC Zero Emissions Charge Management Technology	Active	\$ 14,469,490.00
				\$ 52,307,043.00
Goal 5: Drive IT Excellence	KCIT - KCIT	911 Platform Modernization	Active	\$ 21,575,655.00
Goal 5: Drive IT Excellence	KCM	AssetWorks M5 2024 Upgrade	Not Started	\$ 355,755.00
Goal 5: Drive IT Excellence	DES - Facilities Management Division	Comprehensive Facilities Asset Management	Active	\$ 1,500,000.00
Goal 5: Drive IT Excellence	DES - FBOD	DES - FBOD Aquirit implementation	Active	\$ 181,034.00
Goal 5: Drive IT Excellence	DES	DES - Inquest CMS Implementation	Active	\$ 223,070.00
Goal 5: Drive IT Excellence	DES	DES BRC EBS Application Upgrade	Not Started	\$ 9,053,900.00
Goal 5: Drive IT Excellence	DES	DES BRC EBS BI Migration to Oracle Cloud	Active	\$ 7,106,852.00
Goal 5: Drive IT Excellence	DES	DES BRC FBOD Fixed Assets Optimization	Active	\$ 3,025,285.00
Goal 5: Drive IT Excellence	DJA	DJA Systems Replacement Project	Active	\$ 8,426,832.00

Goal 5: Drive IT Excellence	DNRP	DNRP - Flood Warning Center IT Upgrades	On Hold	\$ 1,500,000.00
Goal 5: Drive IT Excellence	DNRP	DNRP - SWD Workforce Management System	Not Started	\$ 1,558,582.00
Goal 5: Drive IT Excellence	DNRP - SWD	DNRP SWD - Permit Compliance Program	Active	\$ 368,880.00
Goal 5: Drive IT Excellence	DNRP - WTD	DNRP WTD ECMS Portal	On Hold	\$ 220,145.00
Goal 5: Drive IT Excellence	DNRP - WTD	DNRP WTD Flow Monitoring Data Management and Analysis Application Update	Active	\$ 218,709.00
Goal 5: Drive IT Excellence	DPH	DPH Infolinx Upgrade or Replacement	Active	\$ 616,347.00
Goal 5: Drive IT Excellence	KCM	HASTUS Tuning	Active	\$ 1,200,000.00
Goal 5: Drive IT Excellence	KCM	HASTUS UPGRADE FROM V2014	Active	\$ 6,306,308.00
Goal 5: Drive IT Excellence	KCM	INIT Streetcar	Active	\$ 858,000.00
Goal 5: Drive IT Excellence	DPH	JHS Electronic Medication Administration Record	Active	\$ 1,503,665.00
Goal 5: Drive IT Excellence	KCIT - KCIT	KCIT - Ray Baum Act Compliance	Active	\$ 4,893,760.00
Goal 5: Drive IT Excellence	KCIT - KCIT	KCIT Radio Infra Risk Mitigation	Active	\$ 2,175,000.00
Goal 5: Drive IT Excellence	KCIT - KCIT	KCIT RCECC Diverse Fiber Path	Not Started	\$ 1,944,800.00
Goal 5: Drive IT Excellence	KCIT - KCIT	KCIT Shared Device Telephony Solution	Active	\$ 3,648,000.00
Goal 5: Drive IT Excellence	KCSO - KCSO	KCSO AFIS LIMS Replacement	Active	\$ 676,000.00
Goal 5: Drive IT Excellence	KCSO - KCSO	KCSO AFIS Livescan Replacement	Active	\$ 800,000.00
Goal 5: Drive IT Excellence	KCSO - KCSO	KCSO Computer Aided Dispatch System Replacement	Not Started	\$ 1,121,764.00
Goal 5: Drive IT Excellence	KCSO - KCSO	KCSO Payroll Reengineering	Active	\$ 629,349.00
Goal 5: Drive IT Excellence	KCM	MTD - Capital - 1134260 SCADA Replacement	Active	\$ 102,547.00
Goal 5: Drive IT Excellence	KCM	MTD - Capital - 1134261 Building Management System (BMS) Review	On Hold	\$ 102,547.00
Goal 5: Drive IT Excellence	KCM	MTD - Capital - FA - 1139367 - Interim Base	Active	\$ 343,334.00

		Electrification (Tukwila) - Network		
Goal 5: Drive IT Excellence	KCM	Operator Electronic Pick	Not Started	\$ 5,820,000.00
Goal 5: Drive IT Excellence	PAO	PAO Civil Matter Case Mgmt Sys	Active	\$ 3,010,000.00
Goal 5: Drive IT Excellence	KCIT - KCIT	PPM Pro - Phase II: Work Management Tools Deployment	On Hold	\$ 944,700.00
Goal 5: Drive IT Excellence	KCM	Pre-trip Inspection	Active	\$ 6,000,000.00
Goal 5: Drive IT Excellence	KCIT - KCIT	Property Tax Administration System (PTAS) 2025	Active	\$ 126,303,596.00
Goal 5: Drive IT Excellence	DLS	RSD Maintenance Mgmt System Replacement	Active	\$ 1,000,000.00
Goal 5: Drive IT Excellence	KCM	TDC TCC Phone System	Active	\$ 3,333,000.00
Goal 5: Drive IT Excellence	KCM	Transit Signal Priority System Replacement (TSP)	Active	\$ 5,329,305.00
Goal 5: Drive IT Excellence	KCM	WebTools Upgrade	Not Started	\$ 5,400,000.00
Goal 5: Drive IT Excellence	DNRP - WTD	WTD CMMS UPGRADE	Active	\$ 11,865,472.00
Goal 5: Drive IT Excellence	DNRP - WTD	WTD PIMS REPLACEMENT	Active	\$ 3,012,131.00
Goal 5: Drive IT Excellence	KCM	Yard Management	Active	\$ 4,800,000.00
				\$ 259,054,324.00