Attachment A

King County Strategic Information Technology Plan 2024-2027

King County Strategic
Information Technology Plan
2024-2027
King County
Department of Information Technology
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II. King County Code Requirements

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 2A.380.200

[2]The term 'objective' is used interchangeably with 'goal' throughout this strategic plan, consistent with information technology strategy nomenclature.

III. Executive Summary

As required by King County Code section 2A.380.200, the King County Strategic Information Technology Plan (SITP) offers a comprehensive vision for King County's technology management. This vision reflects a commitment to technological advancements that deliver effective, equitable public services and enhance the lives of all community members.

The current state of King County's information technology is described using a strengths, weaknesses, opportunities, and challenges (SWOC) analysis. Key findings from the SWOC assessment 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 – 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).

The 2024-2027 SITP is a strategic roadmap for King County's technology approach that addresses these key SWOC findings, and more. The plan defines five overarching goals and provides a detailed approach to deliver:

1. Equitable digital access to King County services;

2. A robust security framework that reduces risk while protecting privacy;

3. A connected digital experience for the King County community;

4. Data and analytics to inform county decision-making; and

5. Optimized daily operations via modernization and efficient use of existing resources.

The SITP was developed collaboratively with King County agency leaders and trusted technology advisors throughout the region. This process emphasized a shared desire to create a streamlined, personal experience for community members and businesses. Achieving the goals and initiatives outlined in the plan depends on adequate funding and staff resources.

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.

Most King County technologists reside within KCIT. The County's Chief Information Officer (CIO) serves as the department director.[3] 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.

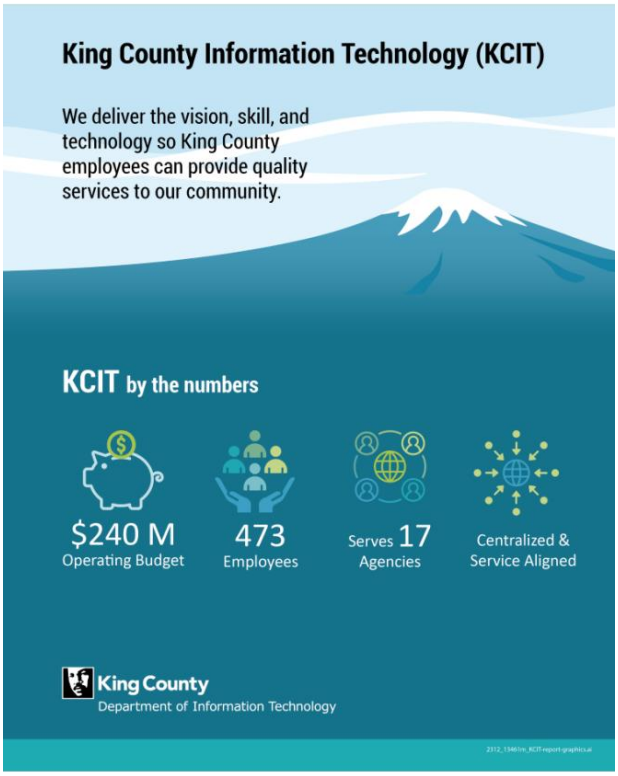
KCIT plans, operates, and supports the County's IT infrastructure. Primarily, this involves maintaining and modernizing the County's robust technology portfolio. Technology is a vital component of every department's operations. County employees rely on hundreds of apps to complete their daily work and deliver quality services to the public. KCIT supports secure and efficient digital workplaces by managing the County's:

- Infrastructure and Cloud technologies
- Network, internet, and WiFi at County facilities
- Software applications, databases, and data visualization tools
- Employee workstations and other IT equipment
- Communication platforms and audio/visual (AV) equipment
- Information security

KCIT also oversees countywide resources such the public website (kingcounty.gov). King County's website receives 1.5 million visitors per month, making it the County's virtual "front door" and the primary means for the public to engage with departments' services and information. Additionally, KCIT provides regional services such as:

- 911 emergency call handling system
- Emergency two-way radio communications
- Geographic information system (GIS) mapping
- Cable and broadband internet advocacy for improved access and infrastructure
- 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

[3] Link to King County Code Section 2A.380.200.B



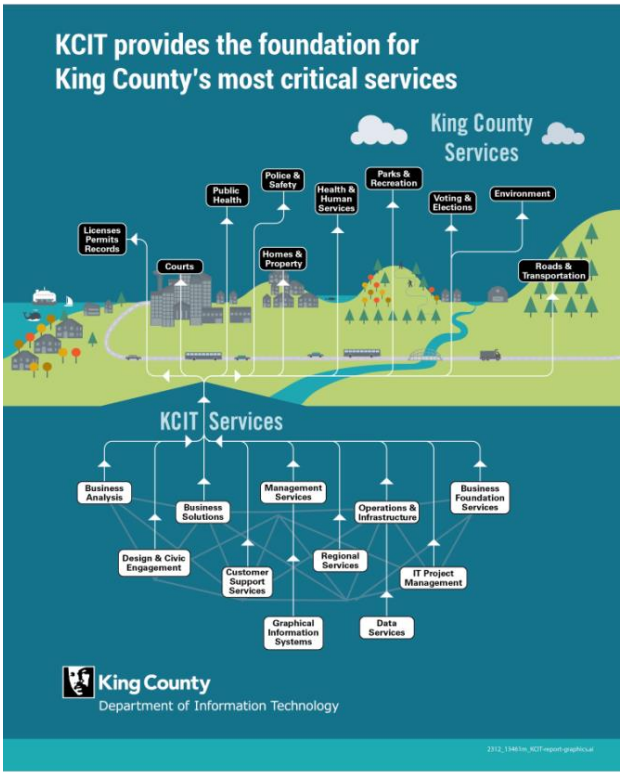


Figure 1-KCIT Departmental Background

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.[4]

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.

[4] Ordinance 14155

Table 1. IT Advisory Committees

Group Name & Membership per Ordinance 14155	**Duties per Ordinance 14155**
Strategic Advisory Council (SAC) 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.	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. The strategic advisory council shall: 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.
Business Management Council (BMC) 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.	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 strategic objectives for information technology countywide, in recommending information technology proposals for funding and in developing standards, policies and guidelines for implementation. The business management council shall: 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;

Group Name & Membership per Ordinance 14155	Duties per Ordinance 14155
	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.
Technology Management Board (TMB) 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.	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. The technology management board shall: 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; 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.
Project Review Board (PRB) 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	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: 1. Endorsing project management methodology for countywide use; 2. Implementing the project management oversight including, but not limited to, review of information

Group Name & Membership per Ordinance 14155	Duties per Ordinance 14155
executive services. The chief information officer shall serve as the chair of the project review board. 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.	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 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 region in the United States; roughly one out of eight employed people in King County work in tech industries.[5] This tech-savvy population has high expectations of King County to deliver innovative technology solutions and seamless digital experiences.

At the same time, the digital divide remains.[6] The term "digital divide" refers to the gap between those who have access to technology, skills, and devices – and those who do not.[7] 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.

The COVID-19 global pandemic accelerated demand for virtual interactions with county government.[8] King County's rapid move to expanded digital services required a tremendous technological transformation. For example, in 2021, King County delivered several technology solutions that supported critical COVID-response needs. These projects were rapidly implemented to aid crisis response teams and economic recovery efforts in the region. Key results included:

- More than 105,000 vaccinations were administered at King County Public Health sites in 2021 relying on new, multi-lingual, appointment verification and scheduling systems.[9]

[5] Link to "Which King County neighborhoods have the most tech workers," Seattle Times (Nov. 22, 2022)
[6] 2020 King County Broadband Access Study
[7] King County Determinants of Equity – Digital Equity
[8] Link to "New Research Shows COVID-19 Drives Government Digital Transformation," Granicus
[9] Summary of COVID-19 vaccination among King County residents data dashboard

- More than 50,000 households applied online for rental assistance that paid out $343 million to 30,000 qualified households using new automated application and disbursement tracking systems.[10]

Additionally, from 2020-2023 a third of King County's workforce transitioned to hybrid or fully remote work environments.[11] This shift necessitated more robust digital communications platforms with better video conferencing and document sharing tools. In response, KCIT worked quickly to upgrade all King County employees from Skype to Microsoft Teams, and launched a modern SharePoint platform to replace the aging employee intranet. Even with a growing number of employees returning to worksites at least three days a week, these digital tools continue to be used by the 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.

Constrained revenues necessitate careful consideration of technology investments that align with and further the County's other strategic planning efforts and operational needs.[12] [13] Investments should include the ongoing costs of maintenance, training, and updates. 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. Recent ransomware attacks in the Seattle region against cities, libraries, schools, hospitals, and law enforcement have hampered regular business practices for days – or even weeks – and can have serious financial impacts.[14] [15] 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.

[10] King County Eviction Prevention and Rental Assistance Program data dashboard
[11] Link to "Planning for the future of work for employees of King County," King County Employee News (Jan. 28, 2021)
[12] King County strategic plans
[13] King County Executive Priority Areas
[14] Link to "Seattle Public Library still reeling from May cyberattack," Seattle Times (Aug. 6, 2024)
[15] Link to "When hospital ransomware attacks target patients," Association of Healthcare Journalists (Jan. 30, 2024)

Report Methodology

This 2024-27 strategic information technology plan (SITP) was developed through an eight-month iterative feedback cycle with the Executive's Cabinet[16], the Office of Performance, Strategy, and Budget (PSB), executive branch agencies, and separately elected offices as part of their ongoing participation in the IT governance bodies[17].

In alignment with KCC 2A.380.300-330, the IT governing bodies were asked to develop strategic objectives for information technology deployment countywide; recommend information technology proposals for funding and for inclusion in the information technology strategic plan; and assess issues related to the ability of the technology infrastructure to support them.

The SITP was developed using a six-step, iterative process discussing goals, objectives, and initiatives:

Step 1: Initial Review and Analysis – Draft Goals
Starting in October 2022, the KCIT leadership team, described below, reviewed and evaluated the previous Strategic Information Technology Plan alongside current trends in government services delivery and the updated technology needs of the County, resulting in an updated SWOC analysis (see figure 2). This KCIT leadership team included key roles such as Megan Clarke, Chief Information Officer (CIO); Stephen Heard, Chief Technology Officer (CTO); Lorre Wijelath, Chief Information Security Officer (CISO); and other strategic staff in consultation with BMC and TMB advisors. Analysis and brainstorming began in March 2023, and by June a draft set of goals was generated for further review.

Step 2 – Collaboration
From June – August 2023, KCIT conducted several collaborative sessions with the Cabinet and the SAC to discuss the draft goals and obtain feedback. Comments, suggestions, and concerns shared by the groups consulted were utilized to revise and update the draft goals.

The plan was then shared broadly with other County governance groups including the BMC, and the TMB for discussion and feedback. Comments, suggestions, and concerns from those meetings were then utilized to further revise and update the goals. The updated draft plan was shared with County agencies and separately elected offices for discussion and feedback. KCIT staff were also surveyed and asked to share their vision for a "desired future state." Comments, suggestions, and concerns were utilized to revise and update the plan.

Step 3: Consensus
The results of Step 2 were iteratively reviewed with each advisory body to build consensus for the draft goals.

Step 4: Define Objectives
Steps 1-3 were repeated to generate a set of objectives for each of the defined goals.

[16] The Cabinet is comprised of the directors of executive branch departments, agencies, and offices.
[17] King County IT Governance Boards and Councils: SAC, TMB, BMC, and PRB

Step 5: Identify Initiatives
Additional collaborative workshops were held in September – October 2023 with each agency and separate elected office to further understand challenges, needs, strategic initiatives, and technology-related planning for 2024-27. Feedback and information from each group was used to further refine the defined objectives and identify initiatives (projects) relevant to each objective.

Step 6: Consensus
The results of Step 5 were iteratively shared with the participating groups to build consensus for the SITP. After completing this extensive process and achieving consensus, IT Leadership finalized the SITP goals, objectives, and initiatives by October 2023. These were endorsed by the SAC in November 2023. A draft of this report was submitted to the Executive Office in January 2024, which was finalized for transmittal to the Council in June 2024.

Using this iterative approach, the strategic planning process was collaborative, adaptive, and reflective of the diverse perspectives within the County. The SITP will continue to evolve and change as needed should circumstances require an adjustment to, or reprioritization of, the technology management and investment strategies necessary to support King County.

V. Report Requirements

1. A vision statement for the coordination of technology management and investment across the county;

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.

The coordination of technology management and investments proposed in this SITP align with the Executive's Best Run Government priority.[18] 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.[19] 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.

[18] Best Run Government
[19] King County Determinants of Equity – Digital Equity

2. A description of the current environment, strengths, weaknesses, opportunities and challenges for individual planning issue areas;

The current state of King County's information technology is described using a strengths, weaknesses, opportunities, and challenges (SWOC) analysis. Within this rubric, "strengths" are areas of existing capability. "Weaknesses" identify opportunities for potential growth and improvement. "Opportunities" are areas where significant benefits could potentially exist. "Challenges" are barriers to achieving the strategic technology vision.

The current SWOC assessment (see Figure 2) was derived from discussions and surveys with King County IT and business leaders represented in the governing bodies described in the Report Methodology section of this SITP. Participants considered the daily operational needs and customer services delivered by each King County agency and department. Results were collated, synthesized, and iterated into the current SWOC assessment in November 2022. These SWOC findings were used as input to the SITP planning process. For more information on the SWOC used in the last strategic plan, refer to Appendix D – SWOC background.

The SWOC analysis emphasized King County's high "technical debt" across applications and infrastructure. Technical debt refers to the number of supported systems with similar or overlapping capabilities; these "duplicate" systems incur unnecessary cost to maintain. King County currently maintains around 1,200 different applications, several of which serve similar functions and could likely be consolidated for greater efficiency. Tech debt also refers to the percentage of hardware and applications past their supported lifespans, and the future costs incurred by postponing vital system upgrades and replacements[20]. It is critical King County continue modernizing systems. Outdated systems break more frequently and become significantly more complex to fix; there are also fewer qualified experts capable of maintaining and repairing old systems. At a portfolio level, the increasing maintenance costs of carrying King County's technical debt eats into the resources available for innovation. Falling behind schedule carries the additional risk of weakening the County's security posture.

Another challenge is that King County does not have clear rules for data sharing between agencies, or "data governance." Data silos – pockets of disconnected, non-standardized data – are common among King County's hundreds of technology systems currently is use. As a result of siloed data, it is difficult to gain a holistic understanding of where community needs or impacts are greatest.

The SWOC also revealed opportunities to create efficiencies by leveraging enterprise platforms and reducing the hundreds of applications currently supported. Additionally, rapid advances in data tools and artificial intelligence (AI) demonstrate exciting possibilities in terms of automating manual workflows; these advances could result in significant time savings if the County can implement the necessary data governance and business process changes to fully leverage these technologies.

[20] Gartner best practices: "Why and How to Manage Technical Debt"

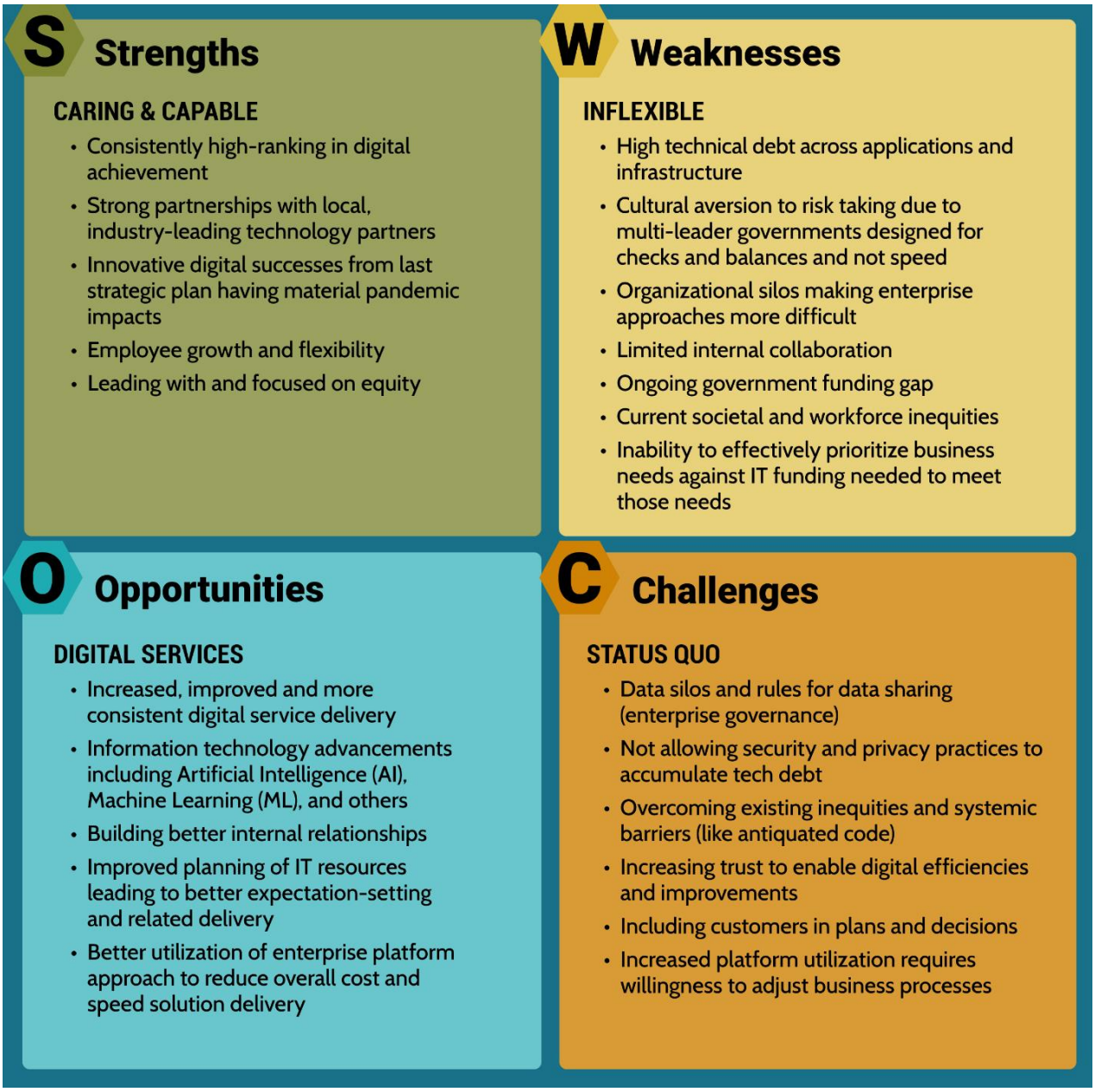


Figure 2 - 2023 King County Information Technology SWOC Assessment

3. A list of recommended objectives with description;

As noted earlier in this report, the term 'objective' is used interchangeably with 'goal' throughout this strategic plan, consistent with information technology strategy nomenclature. This 2024-2027 King County Strategic Information Technology Plan includes goals (objectives) that enable King County to set the standard for excellence in public sector technology, ensuring both operational excellence and a resilient, forward-looking technology foundation that empowers employees and serves the community.

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 (discreet and measurable bodies of work) that represent the work to be completed over 2024-2027 on behalf of the objective. As budget planning for 2025 and 2026-2027 commences, the list of initiatives may evolve to reflect adjustments to county-wide priorities and/or unexpected changes in direction. The extent to which the goals, objectives, and initiatives can be achieved will depend on funding.

Appendix A provides a full list of all goals, objectives, and initiatives for reference.

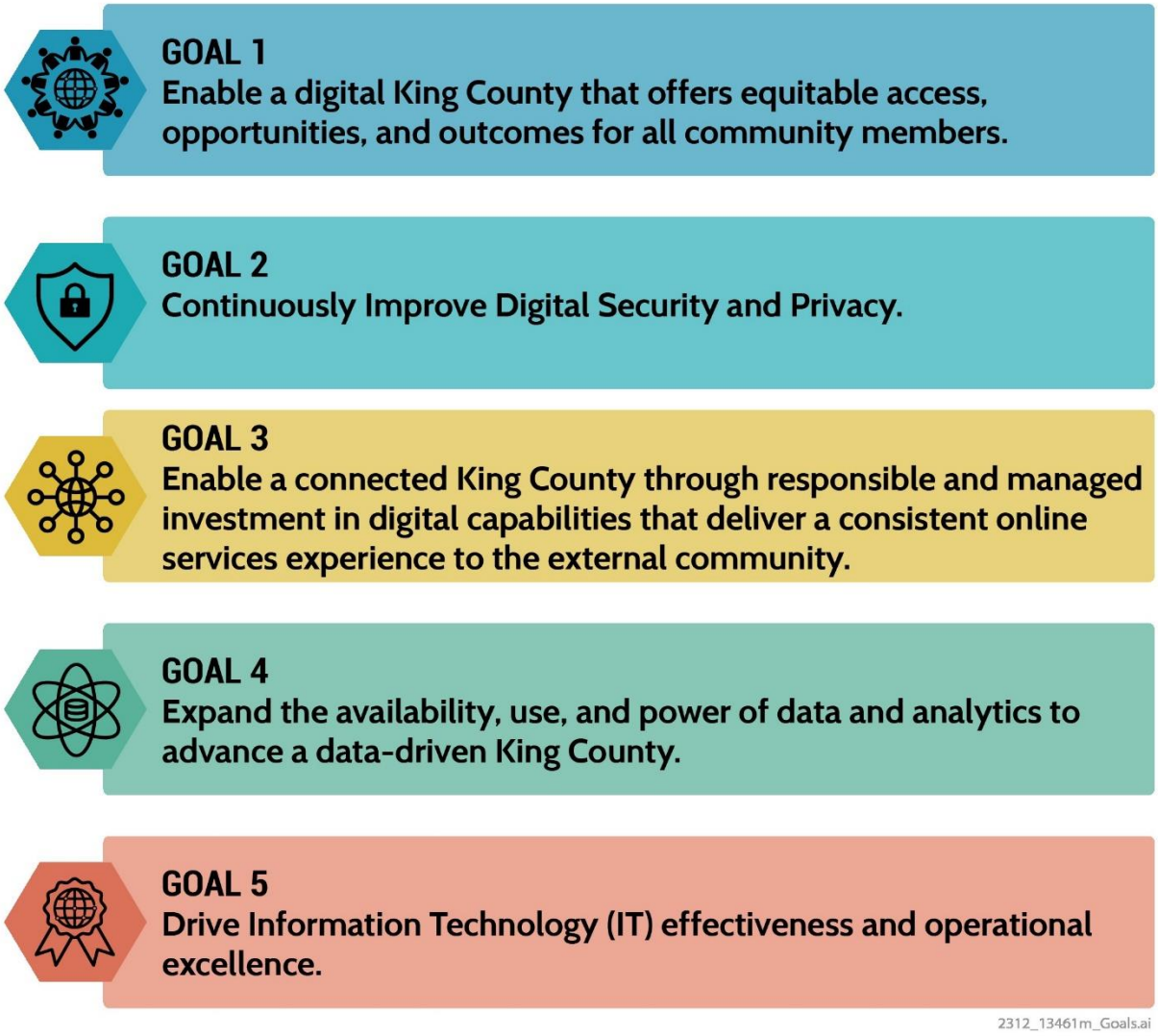
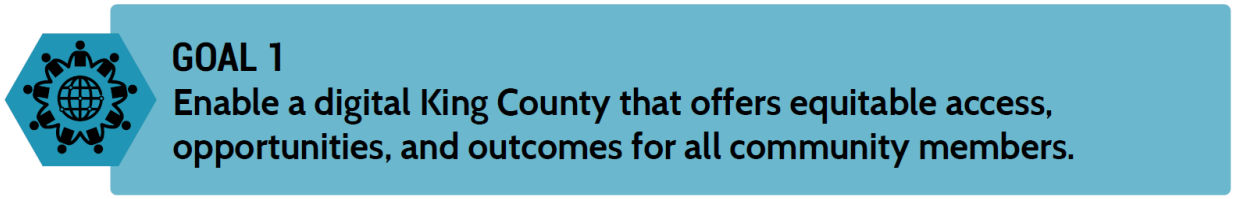


Figure 3 - Information Technology Strategic Goals

4. The approach to achieve the desired outcomes for each goal;



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.[21]

Community feedback from the Broadband Access Study

In 2020, King County conducted a large-scale Broadband Access Study to take a closer look at how residents use technology along with the pain points that prevent households from connecting to high-speed broadband internet. Nearly 95 percent of respondents consider internet access "important" or "very important" in their lives and the lives of their children. Although 76 percent of King County households report having access to "adequate" internet, there is a strong desire for lower prices and improved service.

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.

[21] Link to *2020 "King County Broadband Access Comprehensive Report," p. 396*

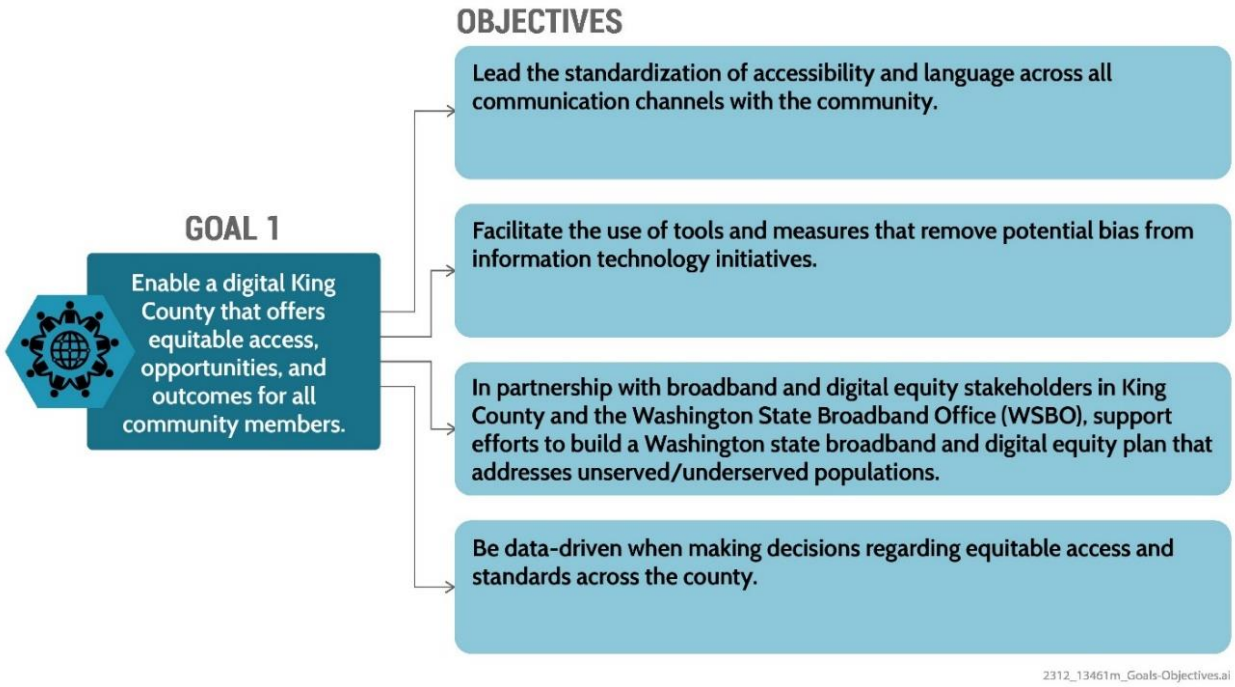


Table 2 - Goal 1 Objectives

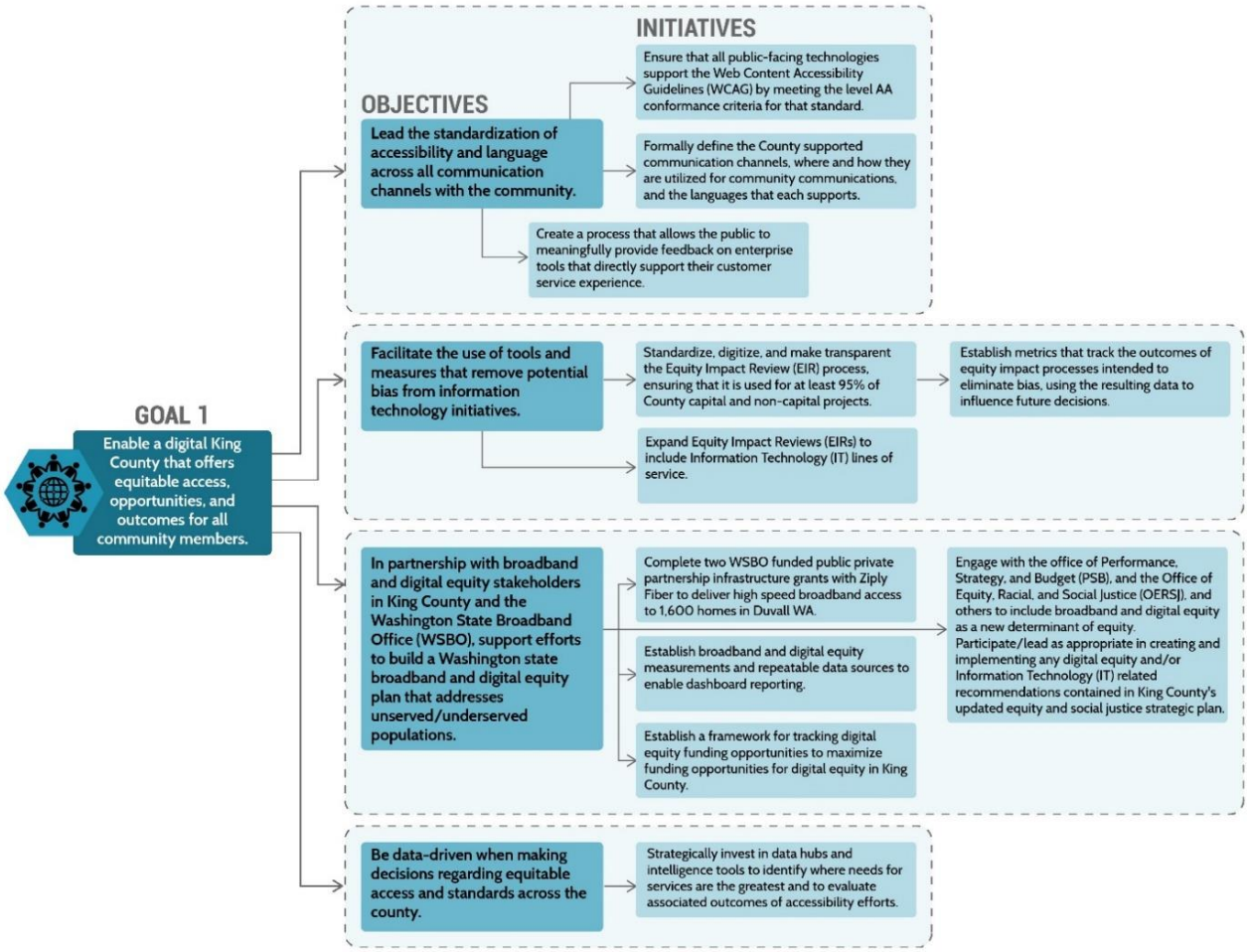


Table 3 - Goal 1 Objectives and Initiatives

GOAL 2
Continuously Improve Digital Security and Privacy.

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.[22] Cyberattacks on government in the first half of 2023 increased by 11 percent over the prior year.[23] 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.

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.

[22] Link to "Why Security and Privacy Matter in a Digital World," NIST.gov (September 28, 2017)
[23] Link to "Cyber-attacks Against Governments are on the Rise in 2023," DIGIT News (August 28, 2023)

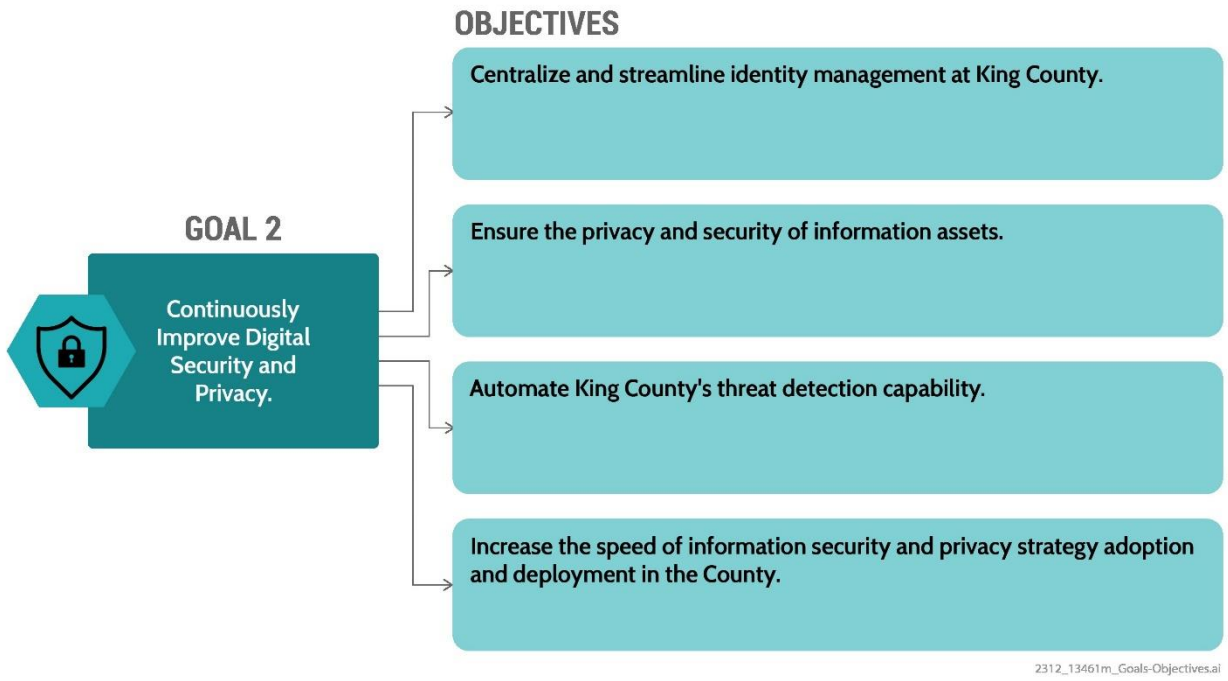


Table 4 - Goal 2 Objectives

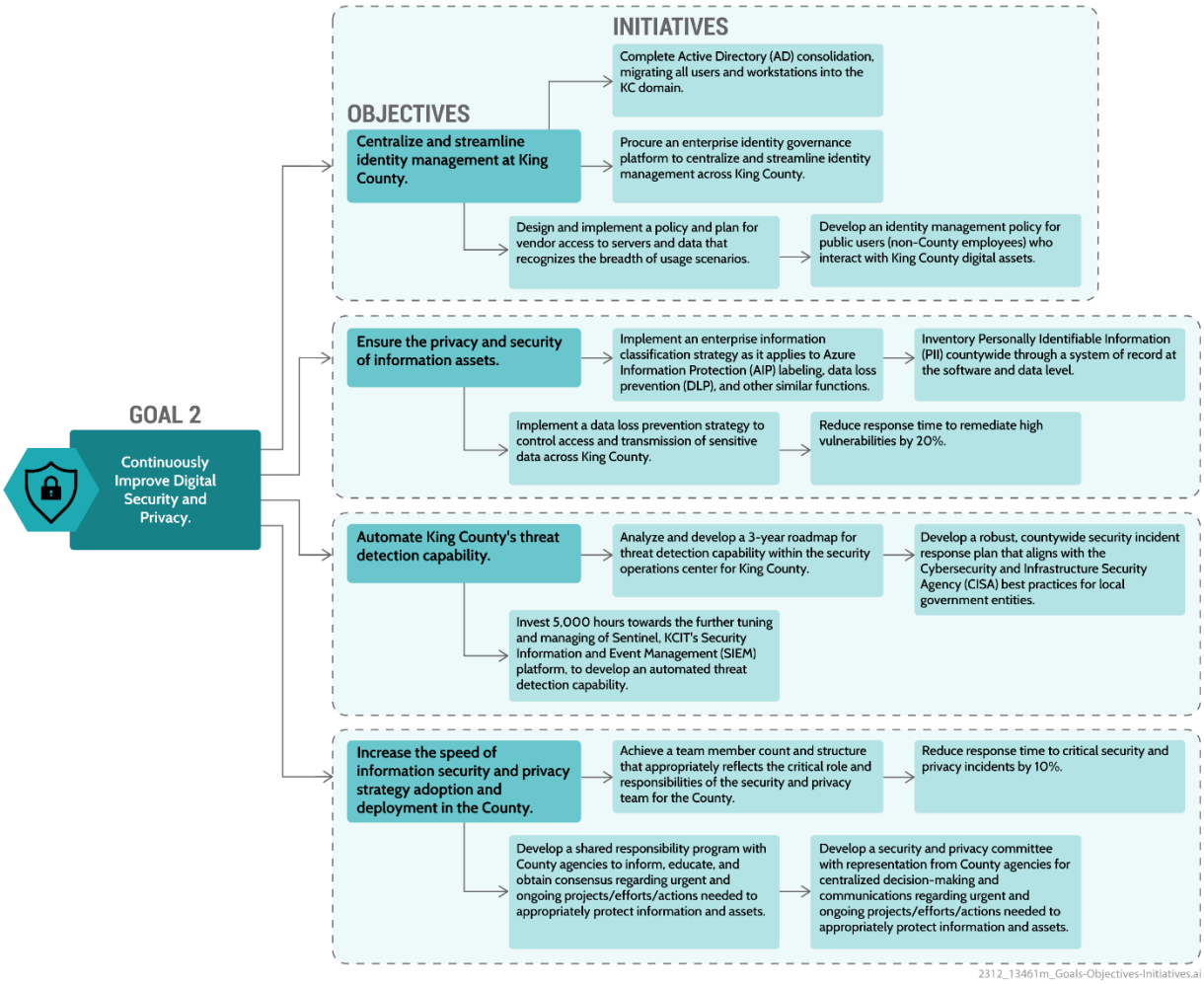


Table 5 - Goal 2 Objectives and Initiatives

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.

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.

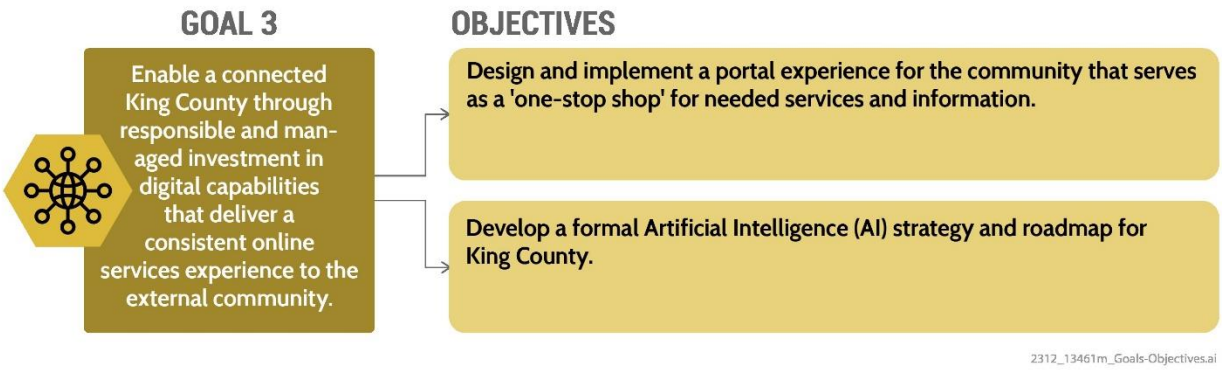


Table 6 - Goal 3 Objectives

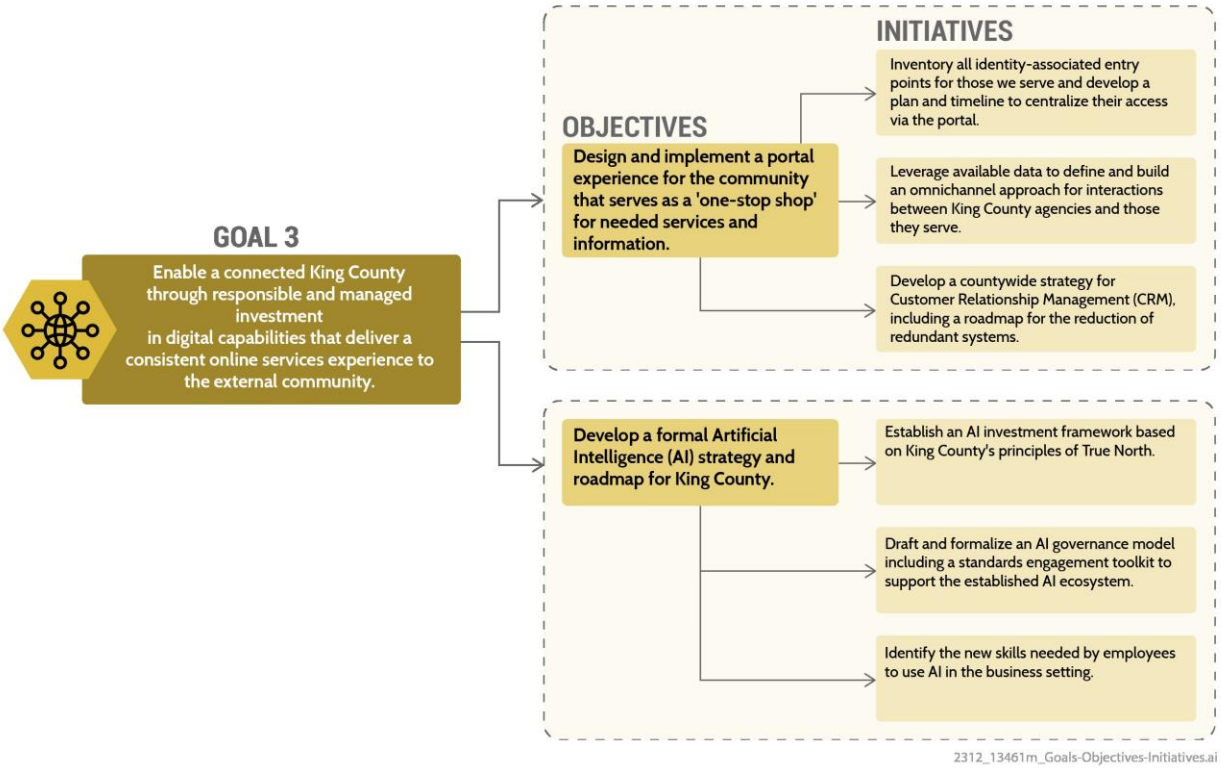


Table 7 - Goal 3 Objectives and Initiatives

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

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.

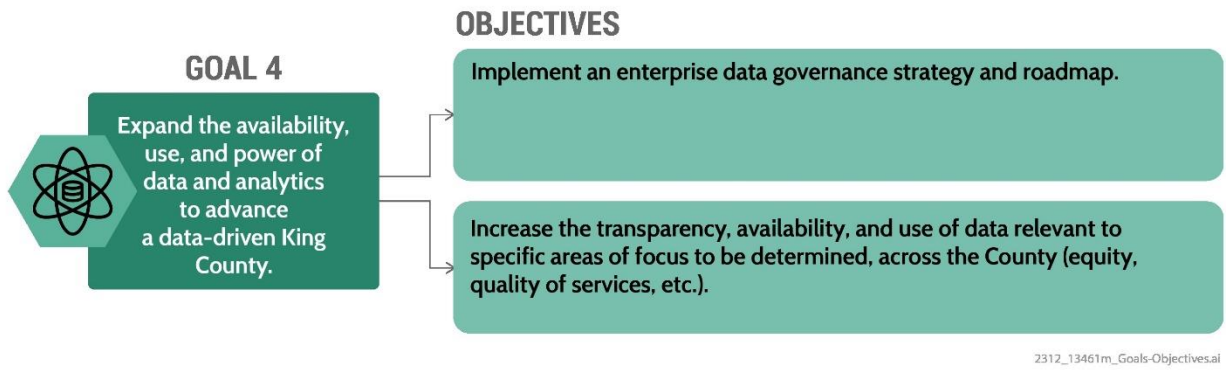


Table 8 - Goal 4 Objectives

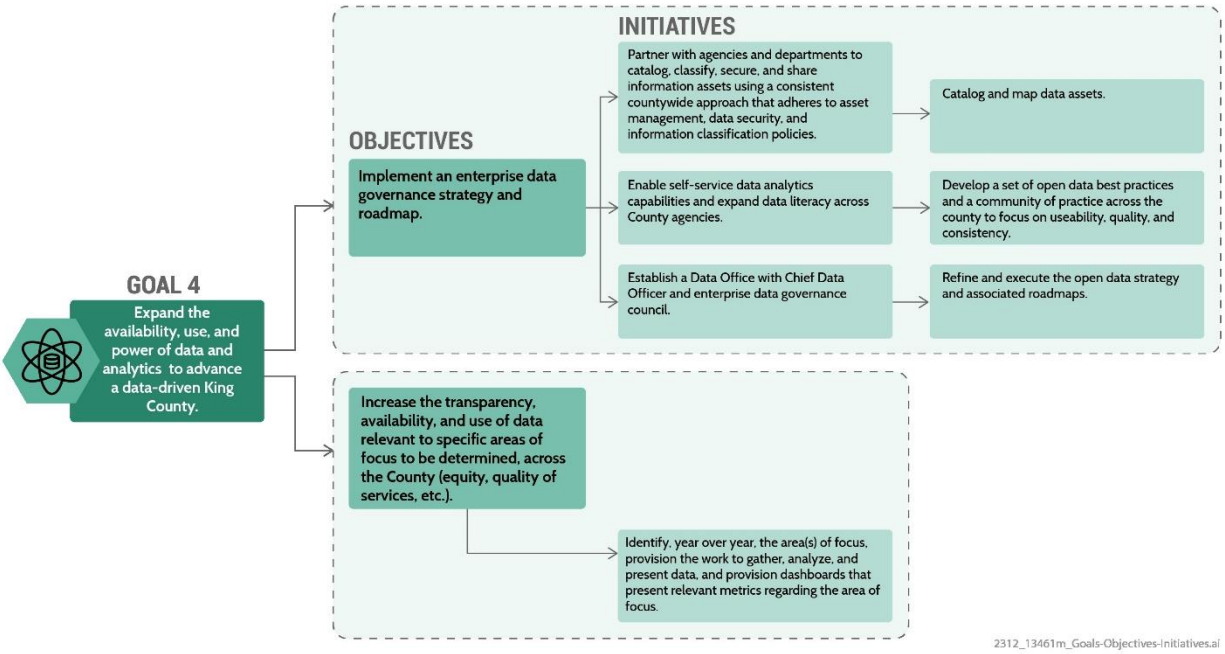


Table 9 - Goal 4 Objectives and Initiatives

GOAL 5
Drive Information Technology (IT) effectiveness and operational excellence.

"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.

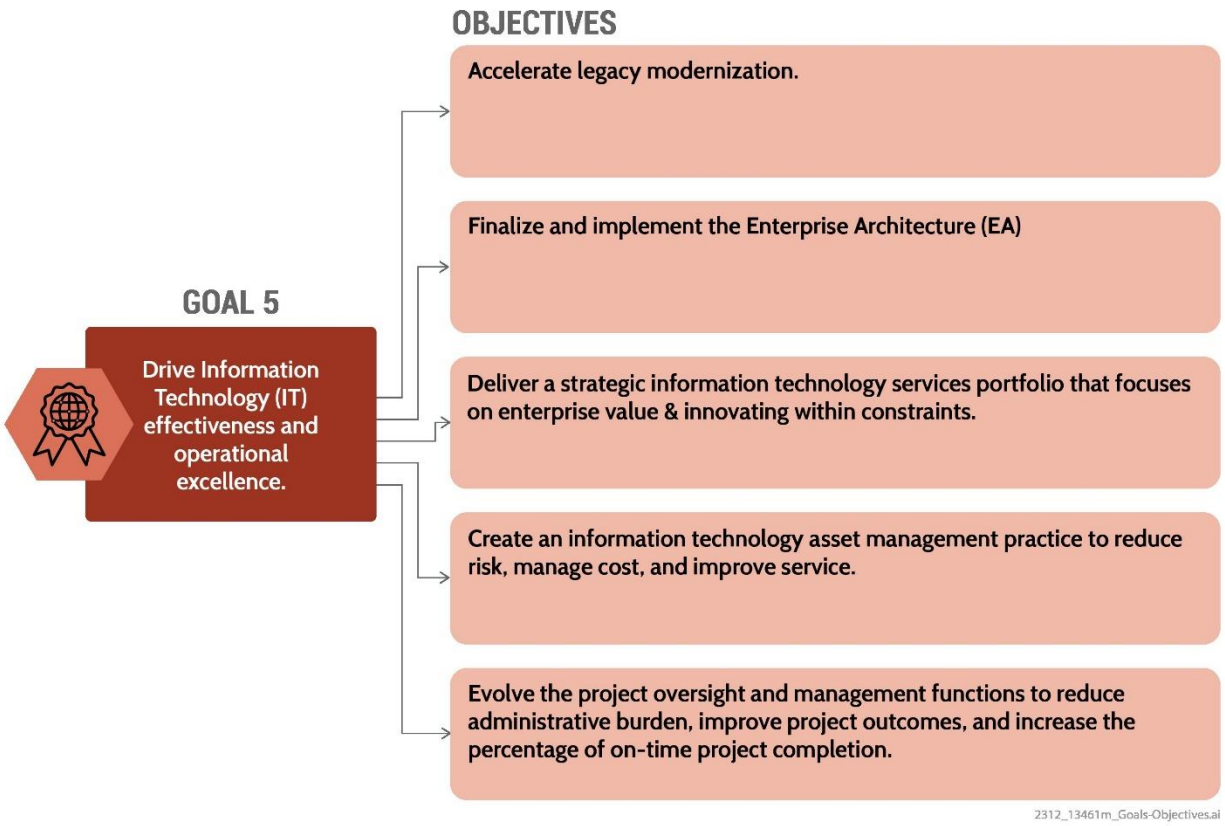


Table 10 - Goal 5 Objectives

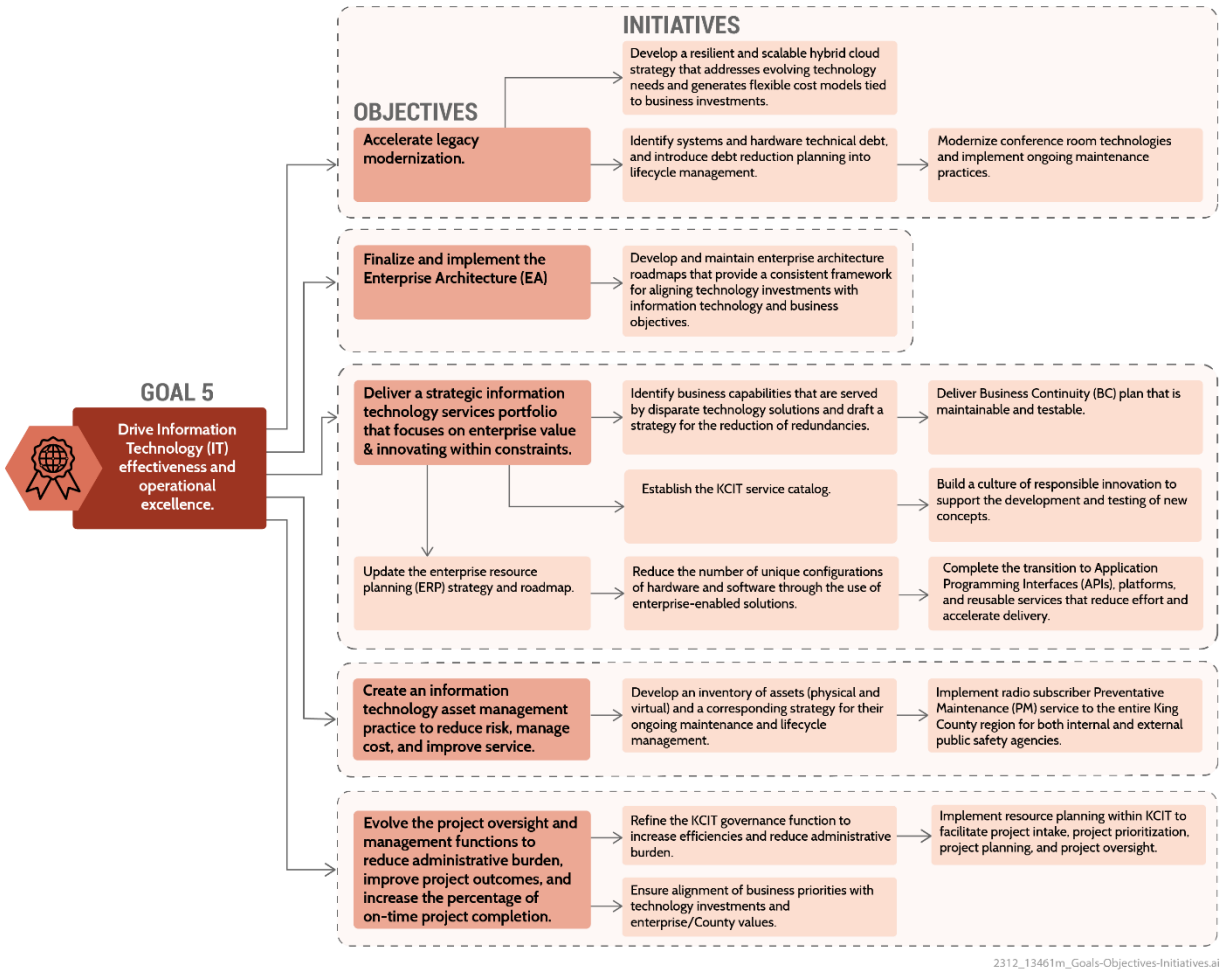


Table 11 - Goal 5 Objectives and Initiatives

5. The accomplishments towards meeting goals from previous approved strategic plans, when goals have not been met, and a discussion of the obstacles towards meeting those goals;

This plan builds on progress achieved in the 2020-23 SITP by aligning technology investments with community demand for digital services and the goals outlined in King County's Equity and Social Strategic Plan[24], the Strategic Climate Action Plan[25], Clean Water Healthy Habitat Strategic Plan[26], Strategic Plan for Public Transportation[27], and Strategic Plan for Road Services[28].

The 2020-2023 Strategic Information Technology Plan [29] identified three goals:

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

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

- **Connected Government** – King County will create a digital marketplace for government services. This will include mediating transactions between departments and across government entities so that an individual can find the service or information that one is seeking in alignment with no wrong door approach to getting service. The digital marketplace will provide a catalog of services in a manner that is understandable to an individual. It will leverage emerging technologies to provide the capabilities for intelligent search, such as Google's capabilities. Information security, accessibility, and digital identity will be managed as part of the marketplace to ensure that user information is secured and protected. The marketplace will be used by the community to access services, complete transactions, and convert data into useful information. King County employees will use the marketplace to inform their work, develop

[24] Link to Equity and Social Justice Strategic Plan
[25] Link to Strategic Climate Action Plan
[26] Link to Clean Water Healthy Habitat Strategic Plan
[27] Link to Strategic Plan for Public Transportation
[28] Link to Strategic Plan for Road Services

[29] Link to 2020-2023 King County Strategic Information Technology Plan

automated workflows, assist customers, and to derive powerful insights from data and reporting to drive successful outcomes by using the data.

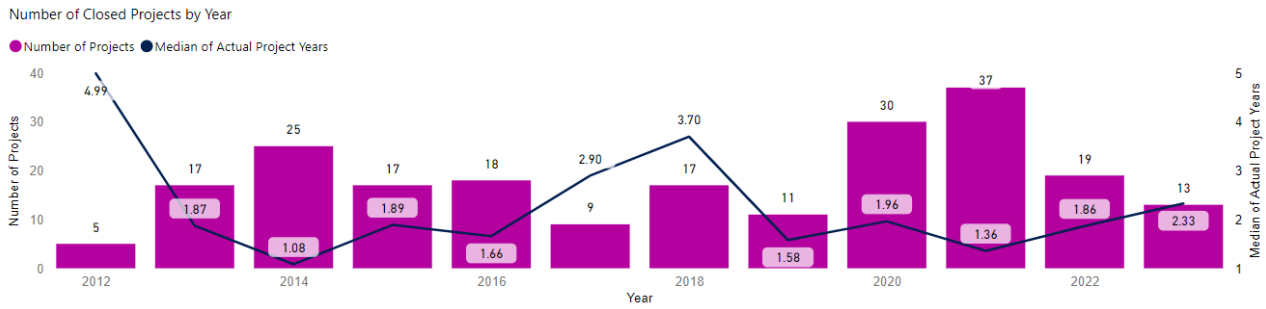


Figure 4 - Number of Closed Projects, and Median of Actual Project Years

Since 2020, King County successfully completed 99 technology projects. Of these, 23 were Connected Communities projects; 58 were Connected Data projects; and 18 were Connected Government projects. Highlights in each goal area included:

Connected Communities

- **Vaccine Management Tools** sync patient records to state reporting systems and feature omnichannel artificial intelligence chatbots (in multiple languages) that let people book appointments online or by phone, with automated text/email reminders. Public dashboards let community members and regional leadership make important data-driven decisions. This project was performed in partnership with the Department of Public Health (DPH).

- **Eviction Prevention and Rental Assistance Program (EPRAP)**[30] streamlined landlord payments to stabilize the lives of tenants and their families, keeping vulnerable communities housed. EPRAP determined tenants' eligibility, provided convenient electronic signature options, and allowed bulk application processing at 60 community-based organizations. These improvements resulted in more than 50,000 households registering for rental assistance (double the previous number). EPRAP paid out $342 million; funds could be electronically dispersed, meaning fewer checks were printed/mailed – this resulted in faster payment for landlords, and cost efficiencies for King County. Automated fraud detection reviewed and flagged suspicious applications. Additionally, EPRAP fed public-facing dashboards that provided demographic data, ensuring equity and transparency. This project was performed in partnership with the Department of Community and Human Services (DCHS).

[30] Link to Dept. of Community and Human Services EPRAP data

Connected Data

- **Client Outcome Reporting Engine (CORE)** is a first-of-its-kind system that lets more than100 partner providers submit information through a secure online platform that standardizes data.[31] Real-time dashboards compare vendor performance to Community and Human Services clients' outcomes. This project was performed in partnership with Department of Community and Human Services (DCHS).

- **Jail Management System** is the first in the nation to combine records for juvenile, adult, and community corrections agencies from all regional legal, police, and courts jurisdictions; this "whole person view" dramatically streamlined jail operations and improved the health and safety of people in custody. This project was performed in partnership with the Department of Adult and Juvenile Detention (DAJD).

- **Metro's transit data hub (TBIRD)** supports a data-driven culture and multiple automations, eliminating redundant tasks that previously took 675 hours of staff time to perform every year. This project was performed in partnership with the Department of Metro Transit.

Connected Government

- **Puget Sound Emergency Radio Network (PSERN)**, a voter-approved effort to replace the current system, its supporting infrastructure, and nearly all portable and mobile radios. King County partnered with 106 regional agencies and 11 cities to make PSERN a reality. Residents will benefit from increased coverage; areas that were previously "deserts" with no available emergency radio networks will now be better connected to fire, ambulance, and police services. PSERN will transform emergency communications in King County for the next 20+ years by allowing for regular upgrades that will prevent the infrastructure from becoming obsolete. New abilities include encrypted radio traffic; over the air programming; GPS capabilities; and two-way communication for police and firefighters not just within one city, but throughout the entire region. This project was performed in partnership with the 11 cities and 106 regional agencies impacted by the project.

- **Evidence.com**, King County's shared digital evidence database quickly become the primary solution for the entire region to manage digital evidence and shared files between state and local law, safety, and justice agencies. Now, agencies spend just minutes (not hours) per case organizing files and linking the evidence to their case management system for easy access, without detectives having to pick up evidence in person to maintain chain of custody.

- **Digital HR systems** enable more than 75,000 annual HR transactions to happen faster and more securely than previous paper and email attachments, and allow for the rapid, streamlined collection of some 14,300 digital vaccination compliance forms during the pandemic.

[31] Link to Client Outcomes Reporting Engine (CORE) Portal

- **Microsoft Teams** migration for more than 20,000 King County employees and shared phone accounts provided a more collaborative experience for employees working remotely, with many convenient calling, chat, and video conferencing tools not available on the previous Skype platform.

- **Multi-Factor Authentication (MFA)** security was applied to all King County employee and contractor accounts, requiring employees to verify their identity using a separate device such as a cell phone or digital fob. Implementation has reduced security risks, improved the County's insurance profile, and eliminated more than 700 hours annually in customer support for password resets.

To learn more, please refer to the 2020-2023 strategic information technology plan and subsequent annual updates:

- 2020 - 2023 strategic information technology plan[32]
- 2021 SITP Update[33]
- 2022 SITP Update[34]
- 2023 SITP Update[35]

6. Appendices supporting the recommended goals; and

See appendixes A through E for information supporting the recommended goals.

7. Appendix defining appropriate strategic performance metric or metrics for each recommended goal in the plan. (Ord. 19654 § 6, 2023: Ord. 18802 § 1, 2018: Ord. 18432 § 8, 2016).[36]

See Appendix B for information on strategic performance metrics.

[32] Link to King County Strategic Information Technology Plan 2020 - 2023
[33] Link to King County Strategic Information Technology Plan 2020 – 2023, 2021 Update
[34] Link to King County Strategic Information Technology Plan 2020 – 2023, 2022 Update
[35] Link to King County Strategic Information Technology Plan 2020 – 2023, 2023 Update
[36] Link to 2A.380.200

VI. Conclusion

This Strategic Information Technology Plan 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 digital landscape.

VII. Appendices

Appendix A – Full list of Strategic Information Technology Goals, Objectives and Initiatives

Goal 1: Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.	
Objectives	**Initiatives**
Lead the standardization of accessibility and language across all communication channels with the community.	• Ensure that all public-facing technologies support the Web Content Accessibility Guidelines (WCAG) by meeting the level AA conformance criteria for that standard. • Formally define the County supported communication channels, where and how they are utilized for community communications, and the languages that each supports. • Create a process that allows the public to meaningfully provide feedback on enterprise tools that directly support their customer service experience.
Facilitate the use of tools and measures that remove potential bias from Information Technology initiatives.	• Standardize, digitize, and make transparent the Equity Impact Review (EIR) process, ensuring that it is used for at least 95 percent of County capital and non-capital projects. • Expand Equity Impact Reviews (EIRs) to include information technology lines of service. • Establish metrics that track the outcomes of equity impact processes intended to eliminate bias, using the resulting data to influence future decisions.
In partnership with broadband and digital equity stakeholders in King County and the Washington State Broadband Office, support efforts to	• Engage with the office of Performance, Strategy and Budget (PSB), and the Office of Equity, Racial, and Social Justice (OERSJ), and others to include broadband and digital equity as a new determinant of equity.

build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.	Participate/lead as appropriate in creating and implementing any digital equity and/or information technology related recommendations contained in King County's updated equity and social justice strategic plan. • Complete two WSBO funded public private partnership infrastructure grants with Ziply Fiber to deliver high speed broadband access to 1,600 homes in Duvall WA. • Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting. • Establish a framework for tracking digital equity funding opportunities to maximize funding opportunities for digital equity in King County.
Be data-driven when making decisions regarding equitable access and standards across the county.	• 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.

Goal 2: Continuously Improve Digital Security and Privacy.	
Objectives	**Initiatives**
Centralize and streamline identity management at King County.	• Complete Active Directory (AD) consolidation, migrating all users and workstations into the KC domain. • Procure an enterprise identity governance platform to centralize and streamline identity management across King County. • Design and implement a policy and plan for vendor access to servers and data that recognizes the breadth of usage scenarios. • Develop an identity management policy for public users (non-County employees) who interact with King County digital assets.
Ensure the privacy and security of information assets.	• Implement an enterprise information classification strategy as it applies to Azure Information Protection (AIP) labeling, data loss prevention (DLP), and other similar functions. • Inventory Personally Identifiable Information (PII) countywide through a system of record at the software and data level. • Implement a data loss prevention strategy to control access and transmission of sensitive data across King County.

	• Reduce response time to remediate high vulnerabilities by 20%.
Automate King County's threat detection capability.	• Invest 5,000 hours towards the further tuning and managing of Sentinel, KCIT's Security Information and Event Management (SIEM) platform, to develop an automated threat detection capability. • Develop a robust, countywide security incident response plan that aligns with the Cybersecurity and Infrastructure Security Agency (CISA) best practices for local government entities. • Analyze and develop a 3-year roadmap for threat detection capability within the security operations center for King County.
Increase the speed of information security and privacy strategy adoption and deployment in the County.	• Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County. • Develop a shared responsibility program with County agencies to inform, educate, and obtain consensus regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets. • Reduce response time to critical security and privacy incidents by 10%. • Develop a security and privacy committee with representation from County agencies for centralized decision-making and communications regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.
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.	
Objectives	**Initiatives**
Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.	• Inventory all identity-associated entry points for those we serve and develop a plan and timeline to centralize their access via the portal. • Leverage available data to define and build an omnichannel approach for interactions between King County agencies and those they serve. • Develop a countywide strategy for Customer Relationship Management (CRM), including a roadmap for the reduction of redundant systems.

Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County	• Establish an AI investment framework based on King County's principles of True North. • Draft and formalize an AI governance model including a standards engagement toolkit to support the established AI ecosystem. • Identify the new skills needed by employees to use AI in the business setting.
Goal 4: Expand the availability, use, and power of data and analytics to advance a data-driven King County.	
Objectives	**Initiatives**
Implement an enterprise data governance strategy and roadmap.	• Partner with agencies and departments to catalog, classify, secure, and share information assets using a consistent countywide approach that adheres to asset management, data security, and information classification policies. • Enable self-service data analytics capabilities and expand data literacy across County agencies. • Establish a Data Office with Chief Data Officer and enterprise data governance council. • Catalog and map data assets. • Develop a set of open data best practices and a community of practice across the county to focus on useability, quality, and consistency. • Refine and execute the open data strategy and associated roadmaps.
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.).	• 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.
Goal 5: Drive Information Technology (IT) effectiveness and operational excellence.	
Objectives	**Initiatives**

Accelerate legacy modernization	• Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments. • Identify systems and hardware technical debt, and introduce debt reduction planning into lifecycle management. • Modernize conference room technologies and implement ongoing maintenance practices.
Finalize and implement the Enterprise Architecture (EA)	• Develop and maintain a consistent Enterprise Architecture (EA) framework for aligning technology investments with Information Technology and business objectives.
Deliver a strategic information technology services portfolio that focuses on enterprise value	• Identify business capabilities that are served by disparate technology solutions and draft a strategy for the reduction of redundancies. • Reduce the number of unique configurations of hardware and software through the use of enterprise-enabled solutions. • Complete the transition to Application Programming Interfaces (APIs), platforms, and reusable services that reduce effort and accelerate delivery. • Deliver Business Continuity (BC) plan that is maintainable and testable. • Establish the KCIT service catalog. • Build a culture of responsible innovation to support the development and testing of new concepts. • Update the enterprise resource planning (ERP) strategy and roadmap.
Create an information technology asset management practice to reduce risk, manage cost, and improve service.	• "Develop an inventory of assets (physical and virtual) and a corresponding strategy for their ongoing maintenance and lifecycle management. • Implement radio subscriber Preventative Maintenance (PM) service to the entire King County region for both internal and external public safety agencies. • 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
Evolve the project oversight and management functions to reduce administrative burden, improve	• Refine the KCIT governance function to increase efficiencies and reduce administrative burden.

project outcomes, and increase the percentage of on-time project completion.	• Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight. • Ensure alignment of business priorities with technology investments and enterprise/County values.

Appendix B – Information Technology Strategic Performance Metrics

The approach to strategic performance metrics is to monitor the start, progress, and completion of strategic initiatives identified in the current list of information technology goals, objectives, and initiatives as identified in Appendix A, or as updated each year through annual updates to the strategic plan. Because some initiatives may span multiple years, each initiative will be assessed to determine if it was started as planned, if it made progress as expected, and if it completed as expected. All the initiatives within an objective that had planned activity during a year will be rolled up to a composite score for that objective. Similarly, each goal will also receive a score based on a composite score from its objectives.

At the end of each year, and as part of the annual update required by code,[37] the list of initiatives will be updated and extended over an additional year, so that a four-year horizon is maintained. These updates should be coordinated and mirror updates to department annual plans that are updated each year to reflect the shorter-term priorities of each department. Doing so not only meets the requirements in code for an annual information technology strategy update, but it also infuses an on-going, living aspect to information technology strategy that is needed in a quickly changing information technology environment while aligning with business needs.

Finally, and most importantly, by maintaining this approach, information technology can perform more effective resource planning that continually improves the ability to forecast expected delivery of solutions and needs based on the resources needed to accomplish each initiative and project.

The initial target is to complete 70 percent of the initiatives contained in the plan with an identified end date in the year being measured. This may be adjusted as learning around estimating accuracy occurs over the four years of the plan to continuously improve in both expectation setting and delivery to plan.

Table 12 below provides the planned timeframe for all strategic initiatives. Strategic progress will be measured by reviewing actual progress to this plan. Because the strategic plan is updated each year, these expectations will also be updated accordingly each year.

[37] Link to King County Code Section 2A.380.200.B

Table 12 - SITP Initiatives Across Four Year Plan Horizon

REF #	Goal	Objectives	Initiatives	Start	End
1	**Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.**				
1.1		Lead the standardization of accessibility and language across all communication channels with the community.			
1.1.1			Ensure that all public-facing technologies support the Web Content Accessibility Guidelines (WCAG) by meeting the level AA conformance criteria for that standard.	24Q1	24Q4
1.1.2			Formally define the County supported communication channels, where and how they are utilized for community communications, and the languages that each supports.	24Q2	25Q2
1.1.3			Create a process that allows the public to meaningfully provide feedback on enterprise tools that directly support their customer service experience.	27Q1	27Q4
1.2		Facilitate the use of tools and measures that remove potential bias from information technology initiatives.			
1.2.1			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.	25Q1	27Q1
1.2.2			Expand Equity Impact Reviews (EIRs) to include Information Technology (IT) lines of service.	24Q3	27Q3
1.2.3			Establish metrics that track the outcomes of equity impact processes intended to eliminate bias, using the resulting data to influence future decisions.	25Q1	26Q1
1.3		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.			

REF #	Goal	Objectives	Initiatives	Start	End
1.3.1			Engage with the office of Performance, Strategy, and Budget (PSB), and the Office of Equity, 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.	24Q1	27Q4
1.3.2			Complete two WSBO funded public private partnership infrastructure grants with Ziply Fiber to deliver high speed broadband access to 1600 homes in Duvall WA.	24Q1	25Q4
1.3.3			Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting.	24Q1	24Q4
1.3.4			Establish a framework for tracking digital equity funding opportunities to maximize funding opportunities for digital equity in King County.	24Q1	24Q4
1.4		Be data-driven when making decisions regarding equitable access and standards across the county.			
1.4.1			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.	24Q1	28Q4
2	**Continuously Improve Digital Security and Privacy.**				
2.1		Centralize and streamline identity management at King County.			
2.1.1			Complete Active Directory (AD) consolidation, migrating all users and workstations into the KC domain.	24Q1	26Q3
2.1.2			Procure an enterprise identity governance platform to centralize and streamline identity management across King County.	26Q1	27Q4
2.1.3			Design and implement a policy and plan for vendor access to servers and data that recognizes the breadth of usage scenarios.	26Q1	27Q4
2.1.4			Develop an identity management policy for public users (non-County employees) who interact with King County digital assets.	26Q1	27Q4
2.2		Ensure the privacy and security of information assets.			

REF #	Goal	Objectives	Initiatives	Start	End
2.2.1			Implement an enterprise information classification strategy as it applies to Azure Information Protection (AIP) labeling, data loss prevention (DLP), and other similar functions.	24Q1	25Q4
2.2.2			Inventory Personally Identifiable Information (PII) countywide through a system of record at the software and data level.	24Q1	27Q4
2.2.3			Implement a data loss prevention strategy to control access and transmission of sensitive data across King County.	24Q1	25Q4
2.2.4			Reduce response time to remediate high vulnerabilities by 20%.	24Q1	24Q4
2.3		Automate King County's threat detection capability.			
2.3.1			Invest 5,000 hours towards the further tuning and managing of Sentinel, KCIT's Security Information and Event Management (SIEM) platform, to develop an automated threat detection capability.	24Q1	26Q2
2.3.2			Develop a robust, countywide security incident response plan that aligns with the Cybersecurity and Infrastructure Security Agency (CISA) best practices for local government entities.	24Q1	25Q2
2.3.3			Analyze and develop a 3-year roadmap for threat detection capability within the security operations center for King County.	24Q1	25Q3
2.4		Increase the speed of information security and privacy strategy adoption and deployment in the County.			
2.4.1			Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County.	24Q1	27Q4
2.4.2			Develop a shared responsibility program with County agencies to inform, educate, and obtain consensus regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.	25Q1	27Q1
2.4.3			Reduce response time to critical security and privacy incidents by 10%.	24Q1	25Q2
2.4.4			Develop a security and privacy committee with representation from County agencies for centralized decision-making and communications regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.	25Q1	26Q2

REF #	Goal	Objectives	Initiatives	Start	End
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.**				
3.1		Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.			
3.1.1			Inventory all identity-associated entry points for those we serve and develop a plan and timeline to centralize their access via the portal.	27Q2	28Q1
3.1.2			Leverage available data to define and build an omnichannel approach for interactions between King County agencies and those they serve.	27Q1	28Q1
3.1.3			Develop a countywide strategy for Customer Relationship Management (CRM), including a roadmap for the reduction of redundant systems.	24Q1	27Q1
3.2		Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County			
3.2.1			Establish an AI investment framework based on King County's principles of True North.	24Q1	24Q4
3.2.2			Draft and formalize an AI governance model including a standards engagement toolkit to support the established AI ecosystem.	24Q1	25Q4
3.2.3			Identify the new skills needed by employees to use AI in the business setting.	24Q1	24Q4
4	**Expand the availability, use, and power of data and analytics to advance a data-driven King County.**				
4.1		Implement an enterprise data governance strategy and roadmap.			
4.1.1			Partner with agencies and departments to catalog, classify, secure, and share information assets using a consistent countywide approach that adheres to asset management, data security, and information classification policies.	24Q1	27Q1
4.1.2			Enable self-service data analytics capabilities and expand data literacy across County agencies.	27Q1	28Q4

REF #	Goal	Objectives	Initiatives	Start	End
4.1.3			Establish a Data Office with Chief Data Officer and enterprise data governance council.	24Q1	24Q4
4.1.4			Catalog and map data assets.	26Q1	28Q4
4.1.5			Develop a set of open data best practices and a community of practice across the county to focus on useability, quality, and consistency.	24Q1	27Q4
4.1.6			Refine and execute the open data strategy and associated roadmaps.	24Q1	27Q4
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			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.	25Q1	28Q4
5	**Drive Information Technology (IT) effectiveness and operational excellence**				
5.1		Accelerate legacy modernization			
5.1.1			Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments.	24Q1	24Q4
5.1.2			Identify systems and hardware technical debt, and introduce debt reduction planning into lifecycle management.	24Q2	24Q4
5.1.3			Modernize conference room technologies and implement ongoing maintenance practices.	24Q1	25Q4
5.2		Finalize and implement the Enterprise Architecture (EA)			
5.2.1			Develop and maintain a consistent Enterprise Architecture (EA) framework for aligning technology investments with Information Technology and business objectives.	24Q1	24Q4
5.3		Deliver a strategic information technology services portfolio that focuses on enterprise value			
5.3.1			Identify business capabilities that are served by disparate technology solutions and draft a strategy for the reduction of redundancies.	24Q1	25QQ1

REF #	Goal	Objectives	Initiatives	Start	End
5.3.2			Reduce the number of unique configurations of hardware and software through the use of enterprise-enabled solutions.	26Q1	28Q4
5.3.3			Complete the transition to Application Programming Interfaces (APIs), platforms, and reusable services that reduce effort and accelerate delivery.	24Q1	26Q4
5.3.4			Deliver Business Continuity (BC) plan that is maintainable and testable.	24Q1	24Q3
5.3.5			Establish the KCIT service catalog.	26Q1	27Q4
5.3.6			Build a culture of responsible innovation to support the development and testing of new concepts.	24Q1	27Q4
5.4		Create an information technology asset management practice to reduce risk, manage cost, and improve service.			
5.4.1			Develop an inventory of assets (physical and virtual) and a corresponding strategy for their ongoing maintenance and lifecycle management.	24Q1	TBD
5.4.2			Implement radio subscriber Preventative Maintenance (PM) service to the entire King County region for both internal and external public safety agencies.	24Q1	27Q4
5.4.3			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	24Q2	24Q4
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			Refine the KCIT governance function to increase efficiencies and reduce administrative burden.	24Q1	25Q1
5.5.2			Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight.	24Q1	25Q3
5.5.3			Ensure alignment of business priorities with technology investments and enterprise/County values.	24Q1	24Q2

King County

Strategic Advisory Council
Business Management Council
Technology Management Board
King County agency and department representatives
Department of Information Technology

Public Sector Partners

Snohomish County — Office of the CIO

Office of the CIO

King County Housing Authority — Office of the CIO

SoundTransit — Office of the CIO

Private Sector Partners

amazon

Microsoft

slalom

Appendix D – Prior SWOCs

The SWOC originally identified for the 2020-2023 strategic information technology plan:

S STRENGTHS	C WEAKNESSES
LEADING EDGE • Consistently high ranking in digital achievement • Strong partnerships with local, Industry leading technology partners • 2016 – 2019 strategic focus on infrastructure enabling future focus going forward • Funding successes for enterprise efforts	**CHANGE AVERSE/SLOW** • High technical debt contained in legacy application portfolios • Multi-leader government designed for checks and balances not speed • Cultural aversion to risk and consequently change – engrained through existing business processes
O OPPORTUNITIES	**C CHALLENGES**
INNOVATION • Success with Innovation Pilots • Partners expecting innovation leadership from IT that spans technology to include business change • Heavy training and growth emphasis on IT staff on agile processes, tools, and future technologies • Increased digital channels and capabilities rapidly evolving and affordably available	**STATUS QUO** • High percentage of IT cost tied up in labor making investments less frequent • Internal as opposed to external/customer focus; limited or siloed connections with communities and citizens • IT often viewed as support organization rather than an enabler • Continued investment required for cybersecurity and privacy

Table 5 13- Original SWOC in 2020-23 strategic information technology plan

The SWOC was updated in 2021 to acknowledge the changed realities caused by the global pandemic as indicated in table 14:

Table 14 - Revised SWOC in 2020-2023 strategic information technology plan

Appendix E – List of Acronyms

- AD - Active Directory (AD)
- AI – Artificial Intelligence (AI)
- AIP - Azure Information Protection (AIP)
- API - Application Programming Interface (API)
- BC - Business Continuity (BC)
- BMC - Business Management Council (BMC)
- CIO – Chief Information Officer (CIO)
- CISA - Cybersecurity and Infrastructure Security Agency (CISA)
- CORE - Client Outcome Reporting Engine (CORE)
- CRM - Customer Relationship Management (CRM)
- DCHS - Department of Community and Human Services (DCHS)
- DLP - Data Loss Prevention (DLP)
- DPH - Department of Public Health (DPH)
- EA - Enterprise Architecture (EA)
- EIR - Equity Impact Reviews (EIRs)
- ERP - Enterprise Resource Planning (ERP)
- IT - IT Information Technology (IT)
- KCIT - King County Department of Information Technology (KCIT)
- ML – Machine Learning (ML)
- NAIAC - National Artificial Intelligence Advisory Committee4 (NAIAC)
- OERSJ - Office of Equity, Racial, and Social Justice (OERSJ)
- PII - Personally Identifiable Information (PII)
- PM - Preventative Maintenance (PM)
- PSB - The office of Performance, Strategy, and Budget (PSB)
- SAC - Strategic Advisory Committee (SAC)
- SITP - Strategic Information Technology Plan (SITP)
- TMB - Technology Management Board (TMB)
- SIEM - Security Information and Event Management (SIEM)
- SWOC - Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis
- WCAG - Web Content Accessibility Guidelines (WCAG)
- WSBO - Washington State Broadband Office (WSBO)