



King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda

Government Accountability and Oversight Committee

*Councilmembers: Pete von Reichbauer, Chair;
Jeanne Kohl-Welles, Vice Chair; Rod Dembowski*

*Staff: Lise Kaye, Lead Staff (206-477-6881)
Erica Newman, Committee Assistant (206-477-7543)*

9:30 AM

Tuesday, August 23, 2016

Room 1001

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. **Call to Order**

To show a PDF of the written materials for an agenda item, click on the agenda item below.

2. **Roll Call**

3. **Approval of Minutes**

[July 26, 2016 meeting minutes pp. 3-6](#)

4. **Public Comment**

Briefing

5. [Briefing No. 2016-B0162 pp. 7-10](#)

King County Courthouse Building Repairs

Wendy Soo Hoo, Council Staff

Anthony Wright, Director, King County Facilities Management Division



Sign language and communication material in alternate formats can be arranged given sufficient notice (206-1000).

TDD Number 206-1024.

ASSISTIVE LISTENING DEVICES AVAILABLE IN THE COUNCIL CHAMBERS.



Discussion and Possible Action

6. [Proposed Motion No. 2016-0353 pp. 11-118](#)

A MOTION approving the King County Strategic Information Technology Plan 2016-2018, which identifies technology objectives and strategies that provide clear direction and guidance for technology efforts and investments in King County.

Sponsors: Mr. von Reichbauer

Jennifer Giambattista, Council Staff

Bill Kehoe, Chief Information Officer, King County Information Technology

7. [Proposed Ordinance No. 2016-0357 pp. 119-144](#)

AN ORDINANCE relating to for-hire transportation industry insurance; and amending Ordinance 10498, Section 1, as amended, and K.C.C. 6.64.010, and Ordinance 17892, Section 20, and K.C.C. 6.64.211 and Ordinance 10498, Section 15, as amended, and K.C.C. 6.64.350.

Sponsors: Mr. von Reichbauer

Clifton Curry, Council Staff

Briefing

8. [Briefing No. 2016-B0163 pp. 145-148](#)

Ballot Drop Box

Hiedi Popochock, Council Staff

Julie Wise, Director, King County Elections

9. [Briefing No. 2016-B0161 p.149](#)

WTD Rates Audit

Kymer Waltmunson, Auditor, King County Auditor's Office

Peter Heineccius, Senior Management Auditor, King County Auditor's Office

Other Business

Adjournment



King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Minutes Government Accountability and Oversight Committee

*Councilmembers: Pete von Reichbauer, Chair;
Jeanne Kohl-Welles, Vice Chair; Rod Dembowski*

*Staff: Lise Kaye, Lead Staff (206-477-6881)
Erica Newman, Committee Assistant (206-477-7543)*

9:30 AM

Tuesday, July 26, 2016

Room 1001

DRAFT MINUTES

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. **Call to Order**

Chair von Reichbauer called the meeting to order at 9:45 AM.

2. **Roll Call**

Present: 2 - Mr. Dembowski and Mr. von Reichbauer

Excused: 1 - Ms. Kohl-Welles

3. **Approval of Minutes**

Councilmember Dembowski moved approval of the July 12, 2016 meeting minutes. Seeing no objections the minutes were approved.

4. **Public Comment**

*There was one person available to provide public comment.
Alex Tsimerman*

Discussion and Possible Action

5. Proposed Motion No. 2016-0355

A MOTION approving the third of four semiannual reports on the department's limited English proficiency outreach efforts prepared by the department of elections as required in the 2015/2016 Biennial Budget Ordinance, Ordinance 17941, Section 34, Proviso P2.

Hiedi Popochock, Council Staff, briefed the Committee. Julie Wise, Director, King County Elections, addressed the Committee and answered questions from the members. Councilmember Dembowski moved approval of Amendment 1. The amendment was adopted.

This matter was Recommended Do Pass Substitute

Yes: 2 - Mr. Dembowski and Mr. von Reichbauer

Excused: 1 - Ms. Kohl-Welles

Briefing

6. Briefing No. 2016-B0151

Elections Annual Report

Hiedi Popochock, Council Staff, briefed the Committee. Julie Wise, Director, King County Elections, addressed the Committee and answered questions from the members.

This matter was Presented

Discussion and Possible Action

7. Proposed Motion No. 2016-0241

A MOTION approving an annual technology benefits report on the benefits achieved from technology projects.

Jennifer Giambattista and Hiedi Popochock, Council Staff, briefed the Committee and Jennifer answered questions from the members. Bill Kehoe, Chief Information Officer, King County Information Technology, addressed the Committee and answered questions from the members. Councilmember Dembowski moved approval of Amendment 1. The amendment was adopted.

This matter was Recommended Do Pass Substitute Consent

Yes: 2 - Mr. Dembowski and Mr. von Reichbauer

Excused: 1 - Ms. Kohl-Welles

Briefing

8. Briefing No. 2016-B0150

Real Estate Audit

KyMBER Waltmunson, Auditor; Justin Anderson, Senior Management Auditor; Sean DeBlicK, Senior Management Auditor; King County Auditor's Office, briefed the Committee. Tony Wright, Director, King County Facilities Management Division, answered questions from the members.

This matter was Presented

Discussion and Possible Action

9. Proposed Ordinance No. 2016-0291

AN ORDINANCE relating to the King County employee giving program; allowing for more flexibility for charitable donations through the program; and amending Ordinance 8575, Section 1, as amended, and K.C.C. 3.36.010, Ordinance 8575, Section 2, as amended, and K.C.C. 3.36.020, Ordinance 8575, Section 3, as amended, and K.C.C. 3.36.030 and Ordinance 16035, Section 7, as amended, and K.C.C. 3.36.065.

Nick Wagner, Council Staff, briefed the Committee. Junelle Kroontje, Employee Giving Administrator, King County Executive Services, was present to answer questions from the members.

Councilmember Dembowski moved approval of Amendment 1. The amendment was adopted.

This matter was Recommended Do Pass Substitute Consent

Yes: 2 - Mr. Dembowski and Mr. von Reichbauer

Excused: 1 - Ms. Kohl-Welles

Other Business

There was no other business to come before the Committee.

Adjournment

The meeting was adjourned at 10:57 AM.

Approved this _____ day of _____.

Clerk's Signature

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King County

**Metropolitan King County Council
Government Accountability and Oversight Committee**

STAFF REPORT

Agenda Item:	5	Name:	Wendy K. Soo Hoo Greg Doss
Proposed No.:	2016-B0162	Date:	August 23, 2016

SUBJECT

Tony Wright, Director of the Facilities Management Division, will brief the Government Accountability and Oversight Committee on proposed repairs to the King County Courthouse.

SUMMARY

Earlier this year, King County retained a consultant to conduct a building analysis of the King County Courthouse. According to Executive staff, the consultant’s report identified several systems in need of repair and replacement, including electrical and low voltage systems, heating ventilation and air conditioning, and plumbing. Executive staff indicate that the electrical system “has been identified as a high priority and needs to be addressed immediately” based on a low probability of a catastrophic failure that could cause extensive damage.

The Executive transmitted an appropriations ordinance on August 22, 2016 to enable this work to proceed. Mr. Wright will provide a briefing on this proposed project.

BACKGROUND

The Executive's Proposed 2015/2016 Biennial Budget included \$1,226,750 for CIP project 1124472 – Courthouse System Revitalization. The project was intended to address the aging Courthouse infrastructure systems by beginning the process of identifying funding and phasing alternatives, as well as preparing as-built structural documentation. According to the Executive, this is a critical first step in preparation for developing a proposal for a comprehensive project which includes mechanical, electrical, plumbing and window-related work. The County Auditor has indicated that a rough order of magnitude cost estimate for project completion is within a range of \$75 million to \$300 million.

Courthouse Revitalization Capital Project Budget Proviso: The Council included the following proviso on this project in the Adopted 2015/2016 Biennial Budget, calling for a report on the Courthouse building systems, prior to deciding how to approach and fund the project:

Of the appropriation for capital project 1124472, courthouse system revitalization, \$500,000 shall not be expended or encumbered until the executive transmits a report on the King County Courthouse building systems and a motion that approves the report and the motion is passed by the council. The report shall include, but not be limited to:

- A. A building alternative analysis;*
- B. A list of possible projects, reported by system or task;*
- C. The estimated costs for each possible project, reported by system or task;*
- D. A risk assessment and any risk mitigation plans for possible projects;*
- E. A prioritization for possible projects;*
- F. The estimated timelines for possible projects;*
- G. The status of locating as-built structural documentation;*
- H. A discussion of the historical significance of the building and how the historical designation could affect the project; and*
- I. Any work done to investigate or access state, federal or other funding sources in support of the project.*

Scoping Report Proviso: On September 14, 2015 the County Council approved an amendment to the 2015 Omnibus Budget, placing a new proviso on the Facilities and Management Division's operating budget. The newer proviso restricts expenditure of \$720,000 of FMD's operating budget, pending Council approval of the Executive's transmittal of a Scoping Report by March 1, 2016 on the County's future operational and space needs in the downtown Seattle campus as a whole. The Executive is also directed to update the Real Property Asset Management Plan (RAMP) by March 1, 2016, as mandated by the King County Code.

Of this appropriation, \$720,000 shall not be expended or encumbered until the executive transmits a scoping report on the county's future operational and space needs in the downtown Seattle campus as a whole and updates the Real Property Asset Management Plan as mandated by K.C.C. 20.12.100 and a motion that approves the report and the motion is passed by the council. The scoping report shall include, but not be limited to:

A. A plan for identification of the tenants' future operational and space needs within King County's downtown Seattle civic campus through 2025, including, but not limited to, total useable square feet, a list of current King County operations, staffing and space utilized at each location, current unoccupied, useable square feet at each location, and potential funding alternatives, including public/private partnerships. The civic campus shall include, but is not limited to, the following properties and the tenants thereof:

- 1. The King County Courthouse;*
- 2. The Chinook building;*
- 3. The King County Administration building;*
- 4. Vacant land adjacent to the Goat Hill parking garage;*
- 5. The Yesler building; and*
- 6. 420 Fourth Avenue;*

Revised Proviso Deadline for Courthouse Revitalization Project: Executive staff testified at a hearing of the Government Accountability and Oversight Committee on September 14, 2015 that they would postpone action on the request for proposal (RFP) associated with the Courthouse Revitalization Project while the Scoping Report was under production. Executive staff indicated that it would be inappropriate for PSB or FMD to undertake work on the Capital Budget Proviso until after the Scoping Report was submitted to the Council. Executive staff added that it would not be possible to complete the Capital Project Budget Proviso response by April 1 (the due date in the Adopted CIP Budget) if efforts are focused on the Scoping Report.

In response to this request, the Council included in the Mid-Biennial Budget Ordinance (2016-0011) a revision to the deadline for the Capital Budget Proviso: April 1, 2016 to September 2, 2016. The rationale for moving the proviso was to give the Executive time to complete a Scoping Report before completing the Buildings Alternatives Analysis required in the proviso response.

Government Accountability and Oversight Committee Hearing on April 26, 2016:

In the first hearing on the Scoping Report proviso, GAO members expressed some concern that the Executive had begun work with a contractor to obtain information necessary to respond to the Capital Budget proviso, and that some of that work may be unnecessary if the County chose to sell the Courthouse. In an effort to keep all options available, members asked that future spending be restricted to only those expenditures that were necessary to maintain the building or decide whether or not to fix or sell the building. Members tasked staff to work with the Executive to identify a path forward that would allow the Executive to respond to the Courthouse Capital Budget proviso, but restrict spending so that funding was not used in a way that assumed that the County would retain the building.

Proposed Motion 2016-0426 accepting the report on the King County courthouse building systems and Proposed Ordinance 2016-0425 appropriating funds for replacement of electrical distribution system: The Executive transmitted on August 22, 2016 a motion approving the report on the King County Courthouse building systems in response to the courthouse revitalization proviso in the adopted 2015/2016 Biennial Budget Ordinance.¹ The Executive also transmitted an ordinance on August 22 that would fund the immediate replacement of the existing electrical distribution system of the King County Courthouse (KCCH) based on the findings from an independent consultant.

INVITED

1. Tony Wright, Director, Facilities Management Division.

¹ Ordinance 17941, Section 129, Proviso P5 as amended by Ordinance 18239, Section 41, Proviso P5.

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King County

**Metropolitan King County Council
Government Accountability and Oversight Committee**

STAFF REPORT

Agenda Item:	6	Name:	Jenny Giambattista
Proposed No.:	2016-0353	Date:	August 23, 2016

SUBJECT

A motion approving the King County Strategic Information Technology Plan 2016-2018.

SUMMARY

King County Code requires the King County Department of Information Technology (KCIT) to develop a strategic technology plan every three years. The transmitted plan includes five major objectives and reports on the County’s progress in achieving its prior objectives. Bill Kehoe, Chief Information Officer, will present an overview of the Strategic Technology Plan to the committee today.

BACKGROUND

King County Code, 2.16.0757 requires the Department of Information Technology to develop a Strategic Technology Plan (STP) and provide annual updates for Council approval. The STP sets forth the county’s major strategic objectives for technology for a three-year period.

The code requires the STP to include the following:

- text describing, for individual planning issue areas, the current environment, strengths, weaknesses, opportunities and challenges;
- a list of recommended objectives, with description;
- the approach to achieve the desired outcomes for each strategic objective;
- 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; and
- appendices supporting the recommendations with empirical data.

The STP was transmitted to the Council in June 2016.

The Committee has invited the County’s Chief Information Officer, Bill Kehoe, to present today on the 2016-2018 STP.

ANALYSIS

Past Accomplishments from 2013-2015 STP

As required in code, the 2016-2018 STP includes a summary of past accomplishments from the 2013-2015 STP.

The 2013-2015 STP included 30 measures to assess progress for the four objectives of the 2013-2015 STP. Of the 30 measures:

- Three meet or exceed long-range targets
- Twenty-three are making positive progress at or above expected levels
- Two are making progress, but at a rate slower than initially expected
- Two were not defined

As expected, since this is intended to be an evolving process, KCIT has made minor changes to some of the indicators in order to try and better capture the results over time.

The following section provides a high level summary of the measures for each of the four technology objectives.

E-Government

This objective is intended to improve service delivery by offering more online service and communication options. Five of the six measures in this area show progress. The measure for improving website vulnerabilities (security weaknesses in our website) did not show expected progress largely because the total number of website vulnerabilities is greater than originally estimated. Website vulnerabilities are identified by information security professionals or hackers, catalogued and rated for severity by industry experts. Tests are performed against King County web servers to discover vulnerabilities and then patches or controls are applied to prevent their exploitation. The number, severity and exploitability of vulnerabilities is constantly changing due to the identification of new threats, weaknesses in application code and sophistication of attack mechanisms available on the Internet.

Mobility

KCIT reports progress in meeting its objective to enable employees and citizens to interact and transact business when and where most appropriate and convenient. All six of the measures for mobility are meeting or exceeding expected progress toward their goals.

Technology Modernization—Applications

The 2013-2015 STP included twelve measures for evaluating modernizing applications. Of the 12 measures, ten meet or exceed expected progress. The measurement process for two measures were not defined.

IT Service Improvements

KCIT reports strong progress in five of the six measures for improving IT service delivery. KCIT reports it is not showing progress in the security measure related to IT

service improvement because the planned activities in this area were not funded. KCIT did some initial work, but did not complete an indicator to measure customer satisfaction.

Five Strategic Technology Objectives for 2016-2018 STP

The 2016-2018 STP identifies the following five technology objectives, and in Appendix C identifies the strategies to achieve those objectives and measures of whether those strategies are successful. These five objectives were approved by the County's Strategic Advisory Committee on March 15, 2013.

- 1) **Digital Civic Engagement**—leverage IT platforms and tools as a channel to increase the opportunities, convenience and audience engaging with government.

The STP notes outcome measures are not finalized, but KCIT is considering metrics related to the growth of social media, text messages, website visitors, public feedback submitted via on-line tools, and percent of homes with broadband access. (

Increasing the percent of homes with broadband access is a significant addition to the STP for 2016-2018 because King County does not directly provide broadband services to homes so achieving this objective will require community partnerships.

The STP also includes metrics to track the number of financial transactions King County customers can do on-line. As KCIT finalizes its measures for this objective, it may wish to consider whether there are measures which could evaluate the extent to which civic engagement efforts are reaching the most disadvantaged communities.

- 2) **Workforce Empowerment**—The STP explains this objective as “Effectively using IT platforms and tools to drive business process improvements.”

The 2016-2018 STP notes that many countywide IT applications such as unified communications, document sharing, video meeting capabilities are available for employee use, but that utilization of these tools is still fairly low compared to the value they can bring. This objective aims to increase the use of these tools to improve communication, collaboration, and continual process improvement.

KCIT plans to measure the use of these tools. As KCIT implements this objective, it may wish to focus on assessing whether the intended benefits of improved communication, collaboration, and continual process improvement are achieved rather than simply the increased use of the tools.

- 3) **Data driven**—Increased use of data to understand the current situation, analyze opportunities, measure results and make more informed initial and corrective decisions.

The STP reports KCIT will use a customized adaption of a Gartner Data Management Maturity Assessment tool to measure progress in this area. The Gartner tool is a self-assessment tool to help KCIT understand the county's maturity with regard to data

management. KCIT reports it will assess both how the data is managed as well as the extent to which data is used for key decisions. Future annual updates to the STP should consider including a summary of the Gartner assessment results and performance targets.

- 4) **IT Mobility**—Allow residents and employees to interact and transact business when and where most appropriate and convenient.

The STP includes measures for tracking wireless capacity and adoption of mobile devices by county employees. KCIT will also measure the number of county services that have mobile applications.

5) **Effective Digital systems**

KCIT explains this objective is focused on ensuring technology systems meet county technology standards and deliver the intended benefits to the end users. KCIT reports it will measure the percentage of applications that are modernized to allow customers to make process changes to improve business processes. KCIT will also measure the percent of applications in the cloud and metrics measuring the use of a specific technical method to design software. KCIT may wish to consider measuring the extent to which modern application features are actually used to improve business processes.

Issue for Committee Consideration

Measures for assessing outcomes are limited and focused on technology

As noted above, the STP includes a limited discussion of outcome measures to assess whether the strategic objectives have been achieved. As with many technology projects, the STP struggles to consistently identify measures which directly assess whether business improvements have been achieved. Many of the listed measures are measuring whether technology improvements have been made, rather than whether the intended public benefit or operational business improvement has been achieved.

The discussion of the measures acknowledges additional work is needed. During the upcoming budget process, the Council may wish to consider a proviso requirement to further develop the measures.

Objectives related to KCIT's core functions

As proposed, the STP 2016-2018 does not include objectives related to the central services KCIT provides. For example, the STP could be expanded to include an objective of providing cost effective central IT services which meet or exceed industry standards. A similar objective was included in the 2013-2015 STP and provided a framework for service improvements. Given KCIT's commitment to continuous improvement efforts, it could be helpful to again include an objective related to improving IT central services.

Additionally, the STP could be expanded to include an objective related to successfully and cost effectively implementing technology projects such that the operational benefits of a project are realized.

During the upcoming budget process, the Council may wish to consider a proviso requirement for KCIT to expand the STP so that it includes objectives and corresponding performance measures related to the central IT services provided by KCIT.

Council needs information on costs and complexities of achieving the objectives

The Strategic Technology Plan presents a vision for the County's technology objectives and discusses the benefits of achieving those objectives. However, in evaluating these objectives, it would be informative for the Council to have information on the costs and potential challenges that will be involved to achieve these objectives. This information is currently not included in the Strategic Technology Plan. For example, increasing employee mobility may involve labor issues that would need to be addressed in order to fully take advantage of the mobility provided by new technologies. There is also no information provided in the Strategic Technology Plan on the costs of such a strategy.

ATTACHMENTS

1. Proposed Motion 2016-0353 and attachments
2. Transmittal Letter

INVITED

1. Bill Kehoe, Chief Information Officer, King County Information Technology

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KING COUNTY
Signature Report

1200 King County Courthouse
 516 Third Avenue
 Seattle, WA 98104

August 22, 2016

Motion

Proposed No. 2016-0353.1

Sponsors von Reichbauer

1 A MOTION approving the King County Strategic
 2 InformationTechnology Plan 2016-2018, which identifies
 3 technology objectives and strategies that provide clear
 4 direction and guidance for technology efforts and
 5 investments in King County.

6 WHEREAS, the department of information technology is required under K.C.C.
 7 2.16.0755.B.2.s. to produce an information technology strategic plan with annual
 8 updates for council approval, and

9 WHEREAS, a draft plan was developed with input from information technology
 10 governance bodies, business leaders and technology leaders, and

11 WHEREAS, the prior Strategic Information Technology Plan 2013-2015 saw
 12 significant completion as reported in the 2016 Strategic Technology Plan Update that was
 13 transmitted to the council on April 29, 2016, and

14 WHEREAS, the five major strategic themes and supporting content included in
 15 the plan were unanimously endorsed by the members of the strategic advisory council on
 16 March 31, 2016, and

17 WHEREAS, the plan demonstrates alignment and support for the King County
 18 Strategic Plan 2010-2014, which was updated by Motion 14317 in March 2015;

19 NOW, THEREFORE, BE IT MOVED by the Council of King County:

20 The King County Strategic Information Technology Plan 2016-2018, which is
21 Attachment A to this motion, is hereby approved.
22

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, ____.

Dow Constantine, County Executive

Attachments: A. King County Strategic Information Technology Plan 2016-2018



June 2016

Executive Summary

A strategic information technology plan is critical to effectively align information technology services and supporting infrastructure with the strategic business goals of King County. This importance only grows as information technology becomes increasingly more embedded in the services King County provides and as innovations are making information technology solutions easier to access and more adaptable than ever before. At the same time, business system complexity is increasing as organizations are departing from the top down control structures and rigid procedures of the past by empowering employees to make more decisions around how services are produced and distributed. Residents expect improved customer service, expanded access to services, increased product adaptability and employees empowered to provide those

services. Meeting these expectations requires improvement to King County service delivery empowered by increases in employee capabilities, innovations, and seamless

Pro-actively leveraging Information Technology enables higher-value, convenient and easier to deliver business services to King County residents.

integration and utilization of information technology solutions. This Strategic Information Technology Plan (SITP) anticipates these changing expectations and innovations and communicates King County's information technology vision to address them over the next three years. The goal of the plan is to align information technology activities and investments with business strategy and goals, resulting in improved King County service delivery to the public.

Significant progress against our last strategic plan has established a solid foundation for the future. This foundation is enabling us to turn the corner from past strategies which were more heavily focused on infrastructure to enable an outward future focus on citizen value. By having robust and effective infrastructure in place, we now need to leverage those capabilities throughout the critical services King County delivers.

26 out of 30 outcomes in the 2013-15 Strategic Information Technology Plan met or exceeded expectations

The Strategic Information Technology Plan 2016-2018 sets this information technology vision by establishing five key objectives, supporting strategies and related outcome measures. The five key objectives – Digital Civic Engagement, Workforce Empowerment, Data Driven, IT Mobility, and Effective Digital Systems – are outlined with their benefits in Table 1 on the following page.¹

The objectives for 2016-2018 were identified based on input from business and technology leaders from technology governance teams throughout King County. Each objective is further defined by describing our current situation as well as the future vision and direction for the objective. Strategies that contribute towards accomplishing the objective and related outcomes are also identified. Progress toward outcomes will be assessed and reported in annual updates. Finally, scenarios to better illustrate intended results have been created to better help a broader audience understand and share in the common vision. Details supporting this journey have been included as appendixes to this document.

¹ For reference, the previous 2013-2015 Strategic Technology Plan had four key objectives – Maturity, Modernization, Mobility, and eGovernment.

Information Technology Objective	Resulting Benefits
 <p>Digital Civic Engagement – Leverage IT platforms and tools as a channel to increase the opportunities, convenience and audience engaging with government</p>	<ul style="list-style-type: none"> • Increased citizen participation in government • Deeper, more impactful government presence in our communities • Faster and more convenient delivery of services to the public • Improved customer understanding and satisfaction with King County • Greater transparency of government operations • Increased equity of participation • Increased collaboration with regional partners • Reduced unit costs for government services
 <p>Workforce Empowerment – Employees effectively using IT platforms and tools to drive business process improvements</p>	<ul style="list-style-type: none"> • Significant and continuous business process improvements • Better employee engagement and collaboration • More positive work environment and increased ability to respond to and conquer change fatigue • Improved citizen value through higher levels of service and engagement
 <p>Data Driven – Increased utilization of data to understand the current situation, analyze opportunities, measure results and make more informed initial and corrective decisions</p>	<ul style="list-style-type: none"> • Better decisions in all aspects of government leads to a better run government • Reduced reliance on ‘gut instinct’ decisions which can carry un-intentioned biases • Reduced total cost of ownership for King County’s information assets • Reduced risks related to information management • Better response to rapidly changing business needs, within and across agencies • Better enables ability to partner with external collaborators • Allow people to engage with King County where and when is best for them • Improved constituent access to data • Improved workplace efficiency through better performing business applications and reporting • Improved transparency and usability through increased integration and sharing of data

Information Technology Objective	Resulting Benefits
 <p>IT Mobility - Free residents and employees to interact and transact business when and where most appropriate and convenient</p>	<ul style="list-style-type: none"> • Re-designed business processes geared toward customer service and overall efficiency • Increased resident convenience when accessing services • Reduced costs related to staff moves from reduced/eliminated re-wiring and space consolidation related to open concept • More collaborative, open, dynamic office space and working environments • Increased business and IT productivity
 <p>Effective Digital Systems - Increase value to customers by providing high quality digital systems to better meet their needs using standard components and continuous process improvement</p>	<ul style="list-style-type: none"> • Capturing continuous improvement in the form of systems with higher quality, lower risk and better fit to customer needs • Decreased TCO (Total Cost of Ownership) and system failure for maintained systems through efficiencies, standardization, re-use and the ability to meter and rapidly scale resources up or down as needed • Faster speed to implement business process changes • Increased service quality due to increased standardization and reduced downtime • Reduced risk due to increased redundancy, geographic diversity, and commoditized, on-demand scaling of needed assets

Table 1 – Summary of Strategic Technology Objectives and Resulting Benefits

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Identifying IT Strategic Objectives

The Strategic Information Technology Plan 2016-2018 provides a framework and guidance for technology investments that contribute toward accomplishment of strategic business goals. This plan is primarily driven by those goals and the needs of the King County agencies and departments tasked with accomplishing those goals for the residents of King County.

The objectives and supporting strategies provide a strategic framework that was initially identified by a governance team composed of 25 business and technology leaders representing separately elected agencies and executive branch departments throughout King County. This team met five times in the fall of 2015 and performed the following steps:

- Reviewed progress against the prior strategic plan and key areas to carry forward into the next plan
- Reviewed business strategic goals and compiled the core capabilities needed to accomplish them including the biggest challenges and opportunities related to those capabilities. This included discussion and homework at enterprise, strategy and agency/department levels.
- Transformed information technology (IT) themes into objectives that best addressed the strategic opportunities and needs discussed while considering King County IT's current state and IT industry trends. Common use case scenarios across the various goal areas as well as possible solution patterns were considered as part of this analysis. In addition, a Strengths Weaknesses Opportunities and Challenges (SWOC) assessment was performed for each objective. Results of these efforts can be seen in appendixes at the end of this report.

The following sections more fully describe the development of strategic information technology objectives.

Strategic Business Goals

King County’s strategic goals, objectives and strategies are contained in the King County Strategic Plan 2010-2014 (KCSP)

which was updated by Motion 14317 in March 2015.

This plan contains seven countywide goals as identified in Figure 1. These goals were used in developing the information technology objectives contained within this strategic information technology plan and were included in directing governance sub-team activities.

In addition to King County’s strategic goals, general societal drivers impacting King County have also been taken into account including:

14317 - Attachment A
Updated February 12, 2015 (revised)

King County Vision Statement, Mission Statement, Guiding Principles and Goals

Vision Statement: King County: a diverse and dynamic community with a healthy economy and environment where all people, businesses, and organizations have the opportunity to thrive

Mission Statement: King County government provides fiscally responsible, quality-driven local and regional services for healthy, safe, and vibrant communities

Guiding Principles:

Equitable and Fair	Address the root causes of inequities to provide for equal access to opportunities for all
Financially Sustainable	Align funding, policy and operational goals of King County government
Regionally Collaborative	Engage with partners, stakeholders, and public and private organizations to achieve goal
Quality Local Government	Provide effective, efficient local governance and services to unincorporated areas

Goals:

Mobility	Deliver a seamless network of transportation options to get people where they need to go, when they need to get there.
Safety and Justice	Provide for a safe and just community through proactive law enforcement and an accessible and fair justice system, while implementing alternatives to divert people from the criminal justice system
Health & Human Services	Improve the health and well-being of all people in our community
Economic Vitality	Increase access to family wage job opportunities throughout the county
Accessible, Affordable Housing	Increase access to quality housing that is affordable to all
Healthy Environment	Preserve open space and rural character while addressing climate change
Efficient, Accountable Regional and Local Government	Ensure that County government operates efficiently and effectively and is accountable to the public

FIGURE 1 - KING COUNTY STRATEGIC VISION, MISSION, GUIDING PRINCIPLES AND GOALS

- Continued rising expectations of the public and our employees for the technology supporting government services.
 - More services, available more often, and easier to transact, from wherever the customer is located.
 - Expectations of new service delivery mechanisms (e.g. online, real-time).
 - Increased consumer and employee mobility and flexibility in order to meet these heightened expectations.
- Reduced public willingness to fund government services, resulting in
 - The need for continuous process improvement which includes automation, employee empowerment, standardization, re-use and benefit realization from investments in enterprise technology platforms.
- The need to address the challenges in standardizing processes and systems across the many diverse lines of business operated by the County.
- Significant internal constraints in the ability to provide services
 - Aging workforce / knowledge departure, technology adoption challenges, change fatigue, generational separation of employees requiring different change management approaches, insufficient training focus.
- Difficulty in changing existing business processes.
- Existing information technology obsolescence.

Information Technology Contribution to Business Goals

Overall, the collection of technology objectives and strategies contained in this plan are intended to improve the ability of departments and agencies to accomplish the strategic goals established for the County. The strategic goal for efficient and accountable regional and local government is the primary means through which information technology is able to impact the other six strategic goals. In effect, by making every area of government more efficient and accountable for the services they provide to residents, we are all better positioned to achieve King County’s strategic goals. See Figure 2 below for a better understanding of this alignment.

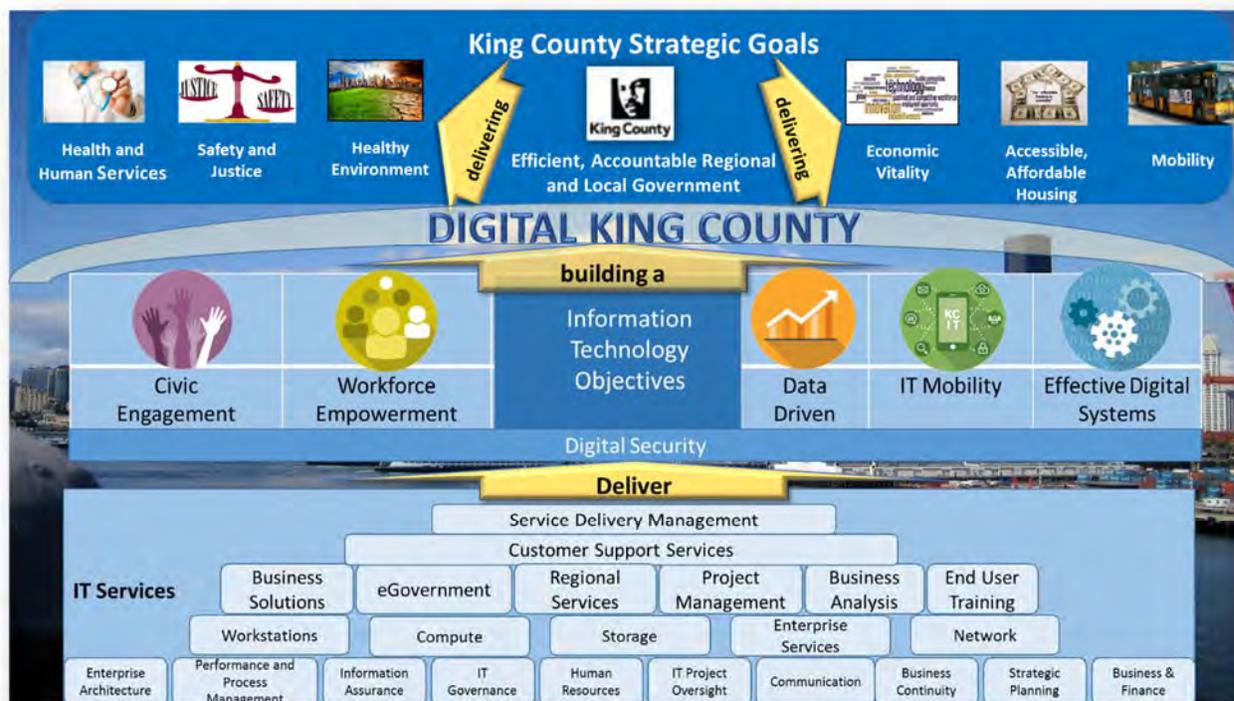


FIGURE 2-HOW INFORMATION TECHNOLOGY LEADS TO STRATEGIC GOALS

Another way of saying this is we don’t do technology just for technology’s sake. If it does not help to advance business needs in the short or long term, then it should not be done. In fact, many now shy away from the term ‘technology project’. Because a business case has always been required for these types of projects, they could more appropriately be called ‘business projects involving information technology’.

In addition to improvement efforts or projects to help us move towards our business goals, more than 800 application systems are available and supporting existing business processes every day in each agency and department throughout King County. These application systems are an integral part of delivering government services to King County residents and are continuously maintained and improved to support business results where possible.

Information Technology Considerations

We have made significant progress in major components of our previous three year strategic information technology plan. We established a solid information technology infrastructure foundation for the future so we can turn our strategic efforts toward delivering extended customer value in the systems they use to accomplish business processes.

Vision and Mission for King County Information Technology

King County has a vision of communities that provide equitable access to opportunities and where the determinants of equity are available to all. Information technology has a role in realizing this vision by ensuring that all residents and employees can participate fully in the values and advantages available in the digital economy and digital society of the future. In support of this and other King County strategic goals and objectives, KCIT has created the following vision and mission statements:

Vision Statement

Building stronger communities through innovative information technology

Mission Statement

Deliver smart information technology solutions that support our customers

Progress Against the Previous IT Strategic Plan

Significant progress was made on the Strategic Technology Plan 2013-15 as shown in Figure 3. Highlighted areas of progress that can now be leveraged as we turn toward civic value include:

- The hybrid cloud and non-cloud storage environment – provides “anywhere access” and significant cost savings opportunities by using either internal or external virtual hosting platforms with differing cost/features depending on systems’ needs. This platform enables our ‘cloud first’ approach that includes a preference for SaaS (Software as a Service) applications when they deliver a lower total cost of ownership. The hybrid environment currently consists of:
 - KCIT hosted private platform – Also called SVE for Server Virtual Environment,
 - Amazon Web Services (AWS) public platform,
 - Microsoft Office 365 platform for office productivity
 - Constituent Relationship Management (CRM) platforms
 - Multiple SaaS (Software as a Service) providers for specific business applications
- Data center consolidation – increased stability and fault tolerance
- Network upgrades – increased throughput, reliability, availability and wireless connectivity
- Vendor hosted software applications are more quickly adapted and used than home grown alternatives
- End-point standardization and expansion to include employee owned devices
- Architecture principles and standards guide system design toward effectively reusing the tools and systems that work well
- Platforms provide common components for quick and consistent extension where valuable to customers, including:

- Unified Communications – consistent and integrated ways to collaborate both internally and externally including instant messaging, email, voice, voicemail, video conferencing, desktop sharing, presence and other features
- Document management which includes several components:
 - Document storage related collaboration tools (using enterprise SharePoint, OneDrive, and our Enterprise Document Management System (EDMS) which enables scanning and storing of paper documents)
 - Document creation tools (through enterprise Office 365 including Word, Excel, PowerPoint and OneNote)
 - Records management tools (Enterprise Records Management System (ERMS) for storing records according to their retention schedules)
- Constituent Relationship Management (CRM) which provides easily built workflows and forms to support interactions with constituents and move us toward a single view of the customer
- Common identity and access management strategy

The Application Modernization objective from our previous strategic plan is the area that made the least progress. Having made these significant improvements in our IT infrastructure, we can now turn efforts toward adapting our existing applications that work well across all departments and agencies to reduce duplication and ensure they are not out of date. See Appendix G for the full update on strategic progress against the prior plan.



FIGURE 3– OUTCOMES PROGRESS FROM PRIOR STRATEGIC INFORMATION TECHNOLOGY PLAN

IT Industry Drivers

Significant change continuous throughout the information technology industry. Existing and emerging trends and opportunities have been included in determining IT strategic objectives and opportunities for moving forward. See Appendix I for more background information.

Strategic Technology Objectives

When looking at how to best accomplish our customers' strategic goals and support future business needs, past business and information technology progress and anticipated information technology industry trends and innovations, the following five themes readily present themselves:

- Digital Civic Engagement
- Workforce empowerment
- IT Mobility
- Data Driven
- Effective Digital Systems

Each of these objectives is further described in the following sections by describing the past and current environment, depicting the desired future state, and describing the strategies that will help us get there. The benefits of the future state are also described. Scenarios are described to better understand the desired future state in Appendix A. Measureable outcomes we are expecting to attain and will help us to know if we are successful in accomplishing strategic objectives are identified in Appendix B.

Information assurance and the ability to protect information as needed while also making information available to the broadest appropriate audience is a key/major component of effective digital systems as well as all other objectives. Because it should be a part of everything that we do, it is not called out separately, but included in all efforts.

Digital Civic Engagement

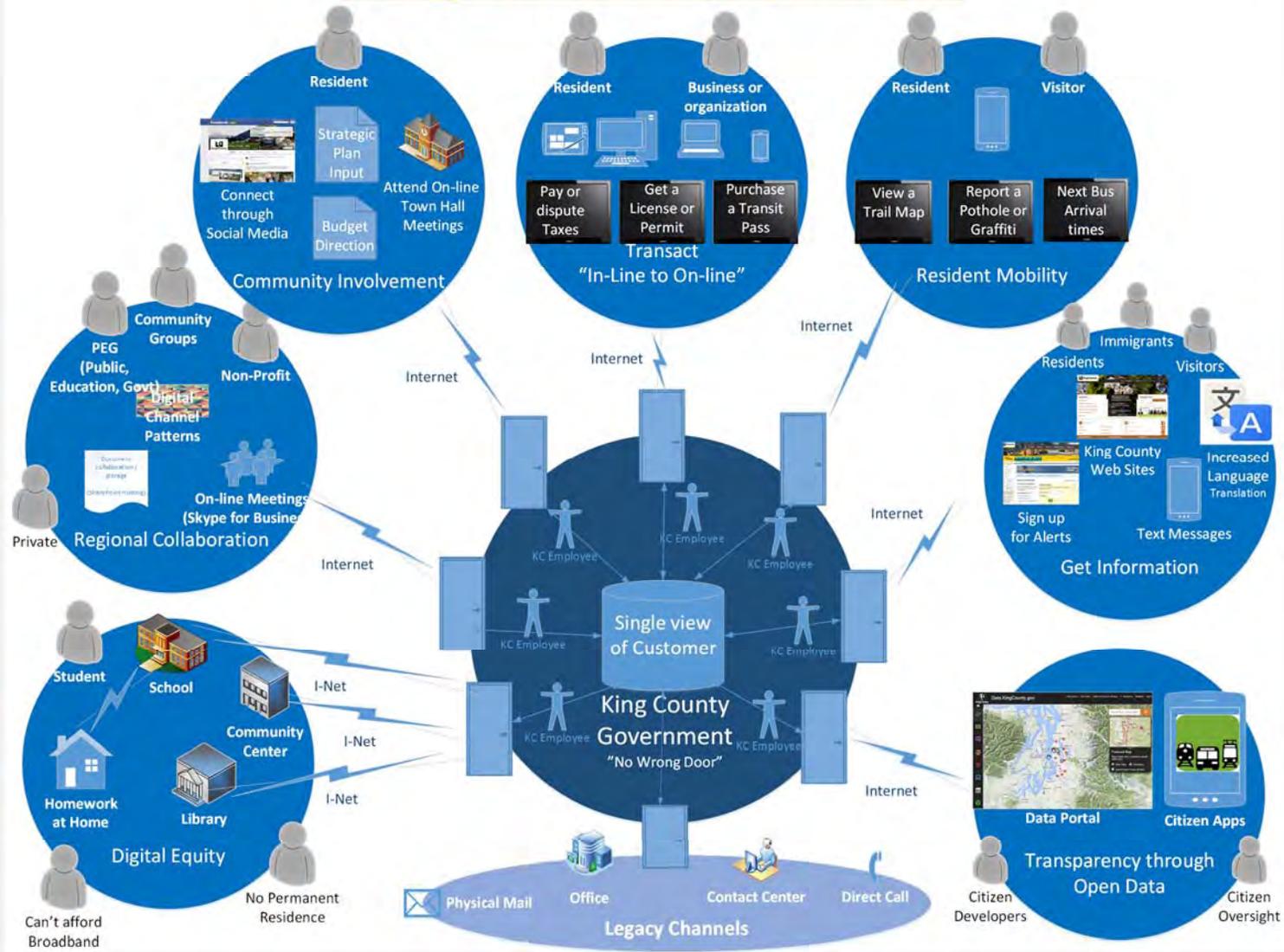
Objective	
1	<p>Digital Civic Engagement</p>  <p>Digital Civic Engagement – Leverage IT platforms and tools as a channel to increase the opportunities, convenience and audience engaging with government</p> <p>“Increased access to and participation in government leads to improved government services and value from those services”</p>

Business/Customer Value and Benefits

Accomplishing this objective is expected to provide the following benefits:

- Increased citizen participation in government
- Deeper, more impactful government presence in our communities
- Faster and more convenient delivery of services to the public
- Improved customer understanding and satisfaction with King County
- Greater transparency of government operations
- Increased equity of participation
- Increased collaboration with regional partners
- Reduced unit costs for government services

Digital Civic Engagement



Past and Current Progress

E-government was an objective in the last strategic information technology plan in which we made significant progress in accomplishing its desired outcomes of improving government's connection with residents in King County. It did so through:

- Significant increases in web usability and usage
- Rapid growth in social media as a communication and dialoguing tool
- GovDelivery as a way to identify special interest groups (through self-selection) that could then be notified and provide feedback around topics of interest

Despite progress in these areas, relatively slow progress was made towards increasing the number of King County services accessible online. There are still many services which cannot be accessed online and require travel even though it may be inconvenient or more costly. The desire to report issues and transact business from wherever a citizen is located (through a mobile application, a website tailored to a cell phone, or a call to a common number, regardless of what is being requested) continues to increase. Customers also find themselves having to navigate our organization if they choose the 'wrong front door', and knowing who/how to contact us can be confusing for those who don't do it frequently. In addition, demand for additional ways to access King County is growing to include online forums and town hall style meetings where many residents can provide feedback simultaneously or asynchronously.

A policy issue continuing to affect this area has to do with the conflict between the need for transparency and openness in government and the information which supports it compared to the privacy concerns of individuals and securing sensitive information so it isn't seen by those without authorization. As we proceed toward a digital King County where more information exists solely in a digital format, we must find ways to support both of these principles related to openness and privacy by establishing clear policy guidance to be followed when conflict occurs.

Where we are going

One of the keys to finding the right 'front door' lies not in limiting King County to one front door, but in having all of the doors accessing and using common information and tools so the customer gets a consistent experience regardless of which door they pick. A mobile application, a web portal, a phone call, or an email can and should all access/update the same customer information and follow a consistent process in tracking their request. This will lead to a consistent long-term handling of all requests and provisioning of services as compared to the siloed responses that are the norm today.

To improve customer experiences with King County and expand the opportunities for interaction, the following strategies should be pursued:

- **Digital Government**
 - **No wrong door** – All requests – regardless of where they are received – should follow a consistent process for collecting, tracking and responding to the request. This will require King County to have one view of the customer, and not multiple, dis-connected views that retain data and transaction history separately.
 - **In-line to online** – Utilize IT as a significant and consistent delivery channel by increasing the number of services provided with an online service option for those who would prefer/benefit from the convenience and timeliness of online service provisioning.
 - **Enhanced Digital Experience** – As customers are engaging with government, we will strive to improve their overall experience by using all digital assets available. For instance, when a resident contacts us to acquire services, we can ask if they want to receive a text when their service request has been completed, join a mailing list on a related topic, and/or follow up on a previous interaction stored in our Constituent Relationship Management (CRM) system. We can also offer new opportunities if they match the users profile or analytical preferences and can connect them to related social media channels of interest and/or present related regional partner services in a more seamless way.
 - **Digital Steering** – Leverage the online relationships that have been built to increase the awareness and ability to engage in decisions and processes by providing timely and targeted connections between interested residents and government issues and decision processes. Provide an **online forum** for this engagement that is consistent across issues, easy to use, and accessible.
- **Digital equity** and inclusion – increase access to the internet and the ability to use and benefit from it for all of our residents so they can do homework from home, purchase goods only available online, and receive the many other benefits of participating in our digital society and economy.
- Work toward reducing the **language barrier** that exists for many of our residents by increasing the amount of content translated online or providing industry available tools for increased real-time translation of non-critical content.
- Support the desire for increased **regional partnerships** through easy to use tools and toolkits to increase the effectiveness of remote meetings and information sharing across organizations and coalitions, empowering employees to more easily facilitate and orchestrate collaborative efforts.
- Expand the participation, utilization, growth, and citizen value from **open data** and how it is used. This will involve increased data more openly available, improved classification and identification of sensitive data and better engagement with the IT community in promoting and facilitating the use of this data. Plan for eventual utilization of open data by King County employees driving departments to make their data open by default. Ongoing crowdsourcing and other partnering agreements should be explored and fostered. Improve the clarity and understanding of policies and guiding principles when conflict occurs between transparent government needs and security/privacy rights.
- Build toward a **single view of the customers** who interact with us. This means understanding ownership of various components of customer information and consistent business process for how we update and manage information. This becomes increasingly important to providing an enhanced digital experience as more services and expectations move online.

Workforce Empowerment

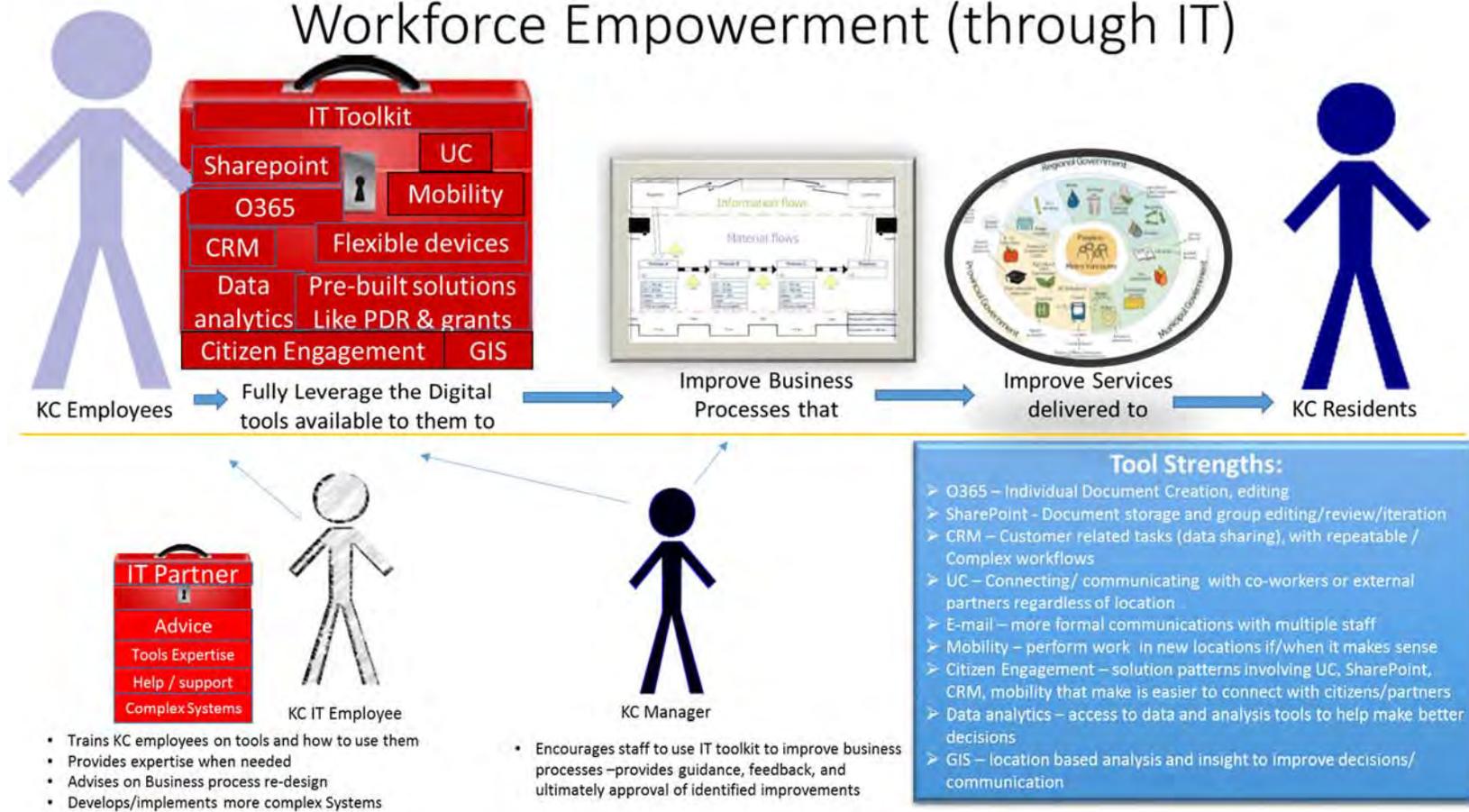
		Objective
1	Workforce Empowerment 	Employees effectively using IT platforms and tools to drive business process improvements “Improved communication, collaboration, and continual process improvement impact everything we do”

Business/Customer Value and Benefits

Accomplishing this objective is expected to provide the following benefits:

- Significant and continuous business process improvements
- Better employee engagement and collaboration
- More positive work environment and increased ability to respond to and conquer change fatigue
- Improved customer value

Workforce Empowerment (through IT)



Past and Current Progress

Significant enterprise communication, collaboration, mobility and other tools have been implemented over the past several years and are available for employees to perform their daily activities. However, adoption and utilization of these tools is still fairly low compared to the value they can bring and their potential to significantly improve many business processes throughout King County government.

Enterprise IT tools and their intended area of benefit include:

- Unified Communications (UC)
 - Replaces past voice communication tools and enables multiple communication channels to be integrated during a single interaction including voice, text, data and video.
 - Includes features for employee look-up and availability (presence), instant messaging, email, desktop sharing, online meetings, voicemail, voice calls, video calls, recording of meetings.
 - Future
 - Cloud storage of email will enable anywhere access to all past and present messages and personal folders.
- IT Mobility
 - Mobile device management enables appropriate access to resources using county owned and/or personally owned devices from any location with internet access.
 - Wireless capabilities are available in many King County office buildings enabling employees with laptops, tables, or smart phones to access resources from their office, meeting rooms or other covered locations. Future wireless expansion will enable employees to use a wireless connection as their primary way to connect – enabling seamless mobility while they work.
- Document creation tools
 - Office products including Word, Excel, PowerPoint, and OneNote are available to all employees to create documents that meet their communications needs and are accessible from multiple devices (even personal ones if needed)
 - An Enterprise Document Management System enables scanning and storing of paper documents.
- Cloud document sharing and storage tools
 - SharePoint is available to all employees to collaborate on the documents they use to conduct business. This includes organizing document libraries to effectively support teams and ongoing processes, determining access permissions to any document and working simultaneously on the same document if desired.
 - An employee intranet is available to share information within and across departments and agencies to help keep staff informed about needed workplace information
 - OneDrive is now available and will soon become our standard location for storing personal documents with the ability for individuals to keep documents private or share them with others if desired – the document owner decides
 - An Electronic Records Management System is implemented and available for all employees to store the records they create

- Cloud access to all of these options means they are available wherever an employee is; at a desk, in a meeting, at home teleworking or at a regional partner's site – as long as there is internet access.
- Customer Engagement Tools
 - A Constituent Relationship Management (CRM) platform has been created and is rapidly being adopted by multiple departments and agencies. This platform allows for multiple solution patterns including:
 - Customer request management – Aligning requests with a single view of the customer and tracking those requests to ensure King County is responding timely and appropriately
 - Public Disclosure Requests – Consistent, timely, and well documented responses to these requests affect all areas of King County
- Digital Civic Engagement Tools
 - **Social media**
 - An IT director of social media is available to advise all departments/agencies on how to devise and executive effective programs
 - Access to social media from all county owned devices
 - **Text messaging** for those requesting this type of communication
 - **GovDelivery** – Group messaging tool to maintain lists of people interested in various topics to simplify and speed communications. Includes ability for easy opt in or out. Easily placed web-links to advertise simple sign-up options.
 - **Video meeting** capabilities extend beyond King County employees to external users.
 - **Web Hosting** of content on the internet
 - While this is not new, the usability, scalability, and customization to end-user device is. It includes web content and links to other services mentioned above should be part of any Digital Civic Engagement strategy.
 - Future
 - Online forum toolkits
 - Online boards and commissions toolkits
 - Online document/strategy/issue Review forums and feedback tools
 - Increased language translation tools
 - Data analytic toolkits include geo-analysis
- Regional Collaboration
 - Video meeting capabilities extend beyond King County employees to external users.
 - Document collaboration sites can extend beyond King County employees to external users.
 - Future
 - Online template and toolkit to establish regional collaboration infrastructure and practices and utilize Unified Communications (UC) and document collaboration and other tools.
- Data Analytics and Business Intelligence

- Tier Board methodology is broadly in place with an IT standard solution soon to follow.
- Local solutions are evolving to meet the rapidly growing need to analyze key data. This will help to better understand the various types of analytical need going forward as we establish enterprise tools to meet broader needs.
- Future:
 - Enterprise data management practices will enable local data to be understood, combined with other data, and analyzed across King County – without intervention or massaging by IT support staff. Combining with external data will also be more easily performed by business staff as our data becomes better understood. Enterprise business intelligence for our financial and employee data is already in the works. Extension to all data in a structured and organized way will help to accomplish this further as we streamline and modernize applications going forward. Data usability improvements will be part of the process.
- Geographical Analysis and Communication
 - Existing Geographic Information Systems (GIS) services provide a broad range of options to enable King County staff to better understand current issues and status from a geographical perspective.
 - Infographics and graphic design are services available but not fully used throughout the County – these services better communicate the need and impact around various issues, often incorporating geographical analysis into the communication.

Where we are going

Change fatigue has affected many parts of King County government and made it difficult for employees to keep up with the capabilities of the IT tools available to them. In addition, recent employee empowerment initiatives are only beginning to make employees aware of their ability to drive continual improvements to their work environment and related business processes.

The potential benefits to employees and their organizations has created a strong desire to focus on enabling employees to effectively use the many IT tools and services already available to them. To do so will required an increased focus not just on training related to these tools, but on expectations around utilization of these tools to improve business processes and leadership support for knowledge acquisition and process improvements driven by their staff.

In addition to the ‘Future’ capabilities identified above, this will require:

- Increased utilization of IT training services focused more on use-case scenarios rather than the features and functions of a tool
- Increased business process analysis and changes incorporate these tools as potential partial or full solutions

- Ongoing management analysis of IT tool usage to better understand where opportunities are being missed and how to connect those opportunities with potential solutions

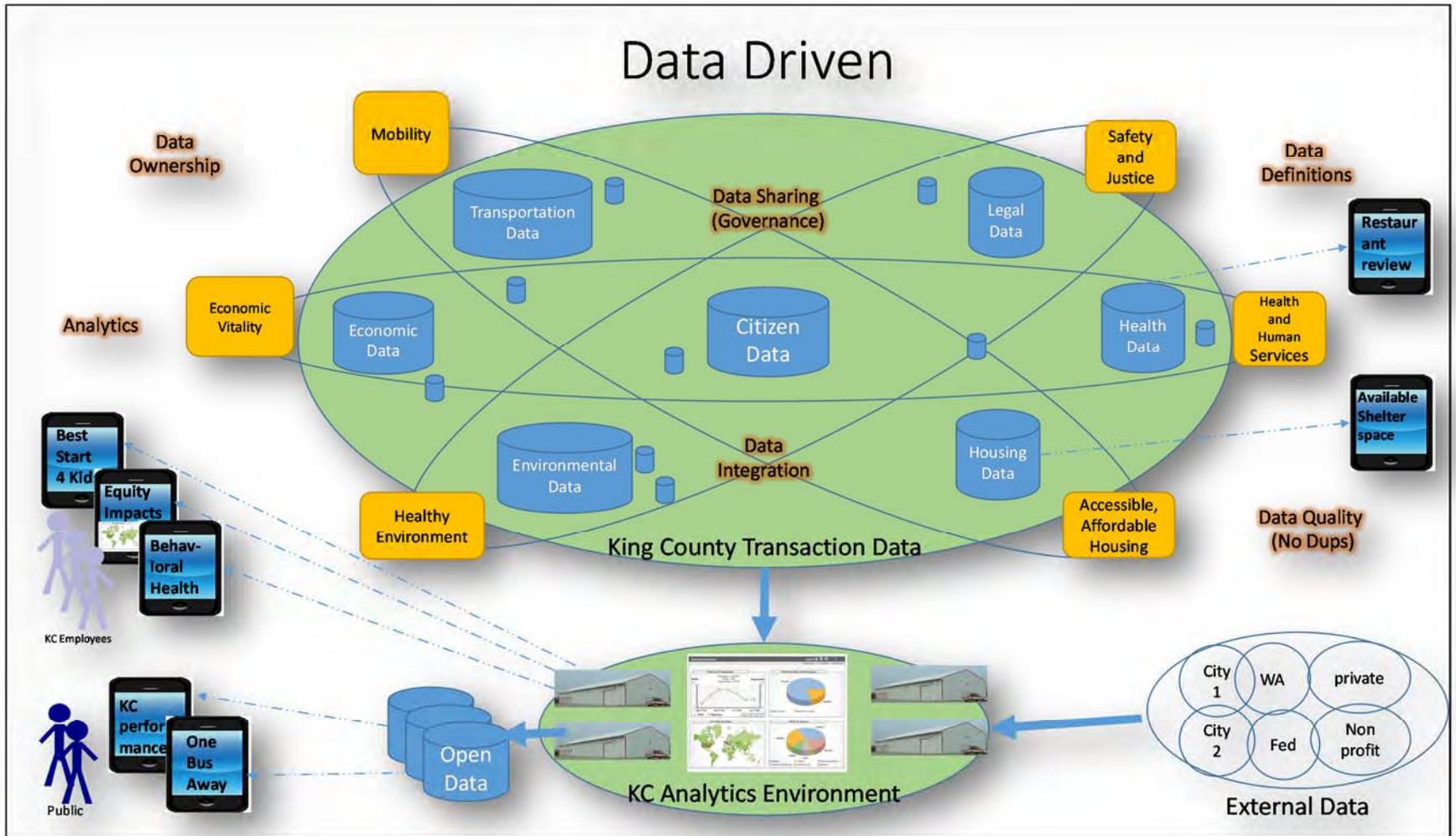
Data Driven

		Objective
1	Data Driven 	Increased utilization of data to understand the current situation, analyze opportunities, measure results and make more informed initial and corrective decisions. “Better decisions mean better outcomes”

Business/Customer Value and Benefits

Accomplishing this objective is expected to provide the following benefits:

- Better decisions in all aspects of government leads to a better run government
- Reduced reliance on ‘gut instinct’ decisions which can carry un-intentioned biases
- Reduced total cost of ownership for King County’s information assets
- Reduced risks related to information management
- Better response to rapidly changing business needs, within and across agencies
- Better enables ability to partner with external collaborators
- Allow people to engage with King County where and when is best for them
- Improved constituent access to data
- Improved workplace efficiency through better performing business applications and reporting
- Improved transparency and usability through increased integration and sharing of data



Past and Current Progress

King County has recently evolved its IT organization in the Executive branch from separate IT organizations within each department to a consolidated, executive-wide IT department called King County Information Technology (KCIT). Because most department applications have not yet been streamlined or modernized, their application architectures vary widely based on where they were originally developed. This is also the case with separately elected applications which are not part of KCIT services. Further complicating the situation, most applications lack data management practices. This means data is stored on many different (non-standard) structures and not managed in a common way.

Data management is the development, execution and supervision of plans, policies, programs and practices that control, protect, deliver and enhance the value of data and information assets – as defined by DAMA (the Data Management Association). Typical components of good data management practices include data governance with clearly defined owners, data architecture, data modeling and design (including logical and physical data models), data quality, meta-data, master and reference data, data integration and interoperability, and other areas.

The lack of data management practices throughout our organization makes it difficult to identify, analyze and make decisions on the data we currently have, except in a very limited and focused way and at a relatively high cost. Some problems existing within our current environment include:

- Data duplicated in many locations without a clear owner of the data or processes for keeping the data in sync
- Data quality issues cannot be relied upon to make decisions
- No single view of our customers and our interactions with them
- Misunderstanding about what the data actually means
- Difficulty finding data
- Difficulty integrating data with related information to tell a better story or uncover insights
- Re-entry of significant amounts of data
- Inability to take advantage of the value contained within the data to make better business decisions

Where we are going

To be the best run government, King County will make decisions based on data. This includes analyzing data to determine the current state, analyzing options and forecasting potential impacts, and reviewing data to determine if the desired results are being accomplished. More and more business processes are identifying scenarios where data analysis is helpful to make current and ongoing decisions.

The need for information and the ability to analyze data is a significant business need that continues to increase in importance. An enterprise data management program is not about tools or technology first, but has, as its goal, improving the alignment of the organization's data capabilities to business goals, metrics, processes and desired future state. It can be continuously implemented, over time, increasing the ability to accomplish business goals. To do so, data management principles, standards, and processes will be implemented as efforts to update and rationalize applications are undertaken, the appropriate data management practices can be put in place as part of those projects.

The following enterprise data principles will guide our actions initially:

1. Data duplication should be minimized
2. Data should have a data steward (care taker) and an owner (decision maker), who are responsible and accountable
3. Data should be available to the broadest appropriate audience
4. Data used by more than one department should be considered enterprise data
5. Data should be protected from loss, damage and unauthorized access and use
6. Approaches and techniques to improve data quality should be proactively incorporated in the design and capture of data
7. Data should be assigned a classification to guide appropriate use and protection
8. Each piece of data should be uniquely identifiable to distinguish it from other similar data
9. Data should be provided as a service to client systems
10. Data is an asset with value to the County and should be managed as such
11. Data is available for appropriate use

These principles will help make decisions around how an enterprise data management program is shaped, and how projects should implement various data components. The following strategies should also be pursued as appropriate as part of the Data Driven objective:

- Develop an enterprise Data Management Program to provide standard practices and tools for good enterprise data management.
- Create a desired future state and architecture for enterprise data so the projects along the way can help to actualize the future state. A long term road-map should identify needed actions required to arrive at the desired future state.
- Incorporate data management best practices and standards into our application rationalize methodology and make data modernization a critical component of our future state application architecture.
- Build enterprise data services for commonly used data (such as name and address) to provide consistency across our application portfolio.
- Identify and implement standard analytics, visualization, and dash boarding tools to enable direct user access to data and information - with no IT involvement needed when commonly using the tools. This is a long term vision. Prior to a self-service approach being viable, the data must be ready. This means it is high quality and accurate, is well defined so there is no confusion about what the data is, when

it was created, and by whom; is appropriately maintained so conflicts are avoided between reporting and processing systems; and is appropriately classified and secured.

- Increase understanding, visibility, and consistency of data used to support business decisions and insights through availability of business friendly metadata (data dictionary) information describing data sources.
- Build data integration hubs for use across departments and agencies in order to more effectively share common data, reduce redundant data entry, and enforce business rules around the use of data.
- Separate reporting data from transaction data where needed to maintain performance. Design the framework and architecture that best supports future reporting needs. Build out the needed data design to optimize data for reporting and analytics. Manage data quality, definitions, and business rules to present consistent, trusted data to support analytics and BI Reporting needs
- Build out the needed data storage as part of projects and driven by clear customer needs.

Appendix D provides a more comprehensive overview of our overall data management strategy going forward.

IT Mobility

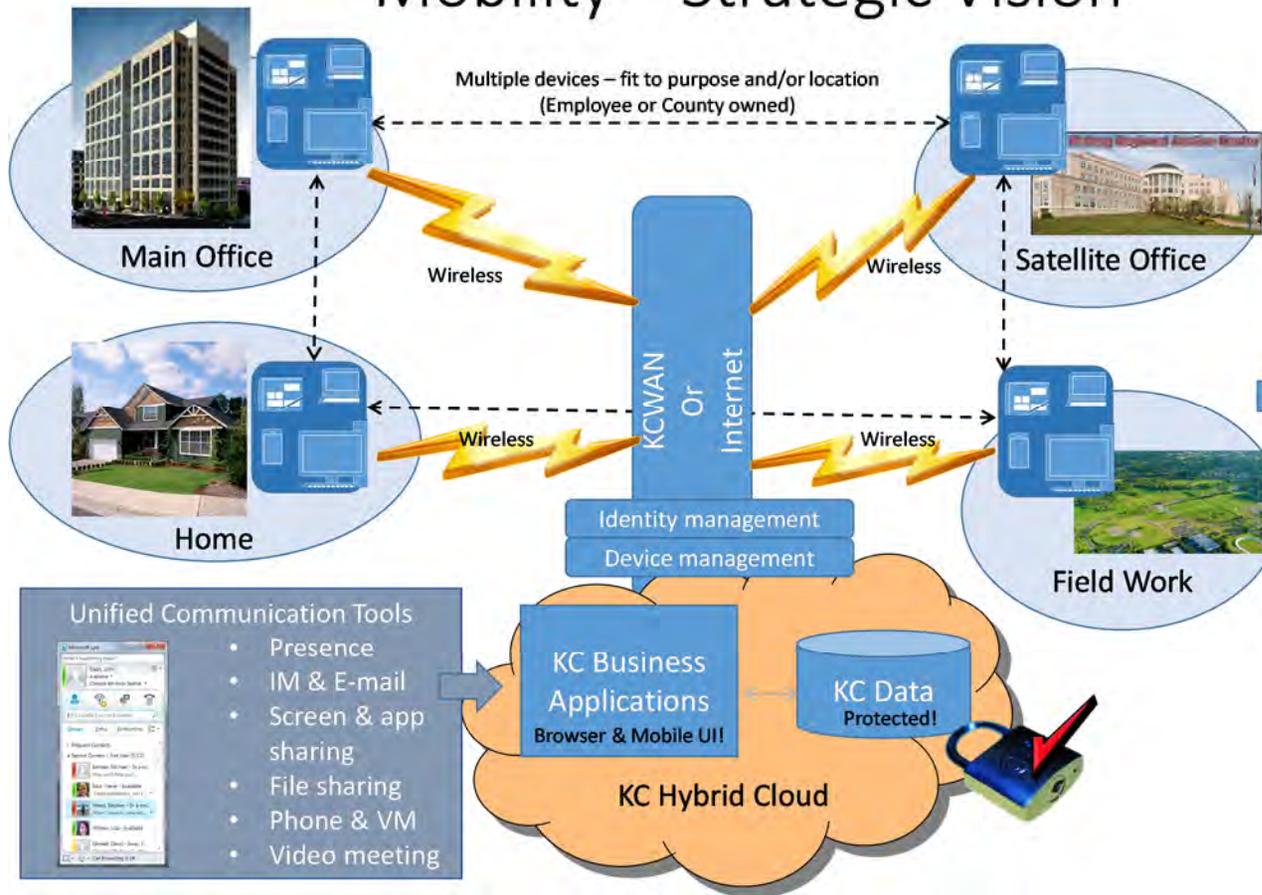
		Objective
1	IT Mobility 	Free residents and employees to interact and transact business when and where most appropriate and convenient “Reducing the need to travel speeds the delivery, convenience and relevance of our services”

Business/Customer Value and Benefits

Accomplishing this objective is expected to provide the following benefits:

- Redesigned business processes geared towards customer service and overall efficiency
- Increased resident convenience when accessing services
- Reduced costs related to staff moves from reduced/eliminated re-wiring and space consolidation related to open concept
- More collaborative, open, dynamic office space and working environments
- Increased business and IT productivity

Mobility – Strategic Vision



- Shared Documents from anywhere – 1 version; multiple, simultaneous contributors
- Robust identity for everyone (not just employees)
- Multiple devices fit to purpose and user agnostic
 - (anyone can log on and use effectively with the right credentials)
- In-line to On-line
- Same apps and data for employees / citizens
- More data in motion to more places – secure it!
- Change business processes and workflows to take advantage of mobility and digital government

Past and Current Progress

As part of the last strategic information technology plan, significant progress was made around infrastructure supporting IT mobility.

- King County's **hybrid cloud** environment has been implemented and is operating at a significant price reduction to customers when used correctly. This includes multiple environments each with differing characteristics and related cost implications depending on the needs of the application system. The three primary components include our virtual private cloud (also called the SVE for Server Virtual Environment), the virtual public cloud provided by Amazon Web Services (AWS), and vendor hosted applications (also called SaaS for Software as a Service). Systems hosted in the hybrid cloud enable users access to systems anywhere, anytime.
- Significant **network upgrades** including wireless access from many locations enabled access to services via the internet.
 - A standardized remote access tool for employees which will see reduced utilization as content is moved to the cloud and is being replaced by personal or public internet access
- **End-point devices** – Employees are now able to access their email and many applications utilizing either county owned or personally owned devices. This access is controlled through mobile device management software to protect the integrity of county data.
- **Collaboration Tools** – The ability to attend online meetings from any location, communication routed directly to your device (this includes instant messages, emails, phone calls, and presence status for the user and all other employees), document sharing, editing and access are all now standard practices regardless of where you are sitting.

Where we are going

Where an employee sits should no longer have an impact on the ability to perform work. In fact, in many cases, it may improve their effectiveness by freeing them to work more closely with customers and regional partners. While there is still remaining mobility expansion for employees, the mobility focus is turning outward providing increased IT mobility options to the general public and an improved digital experience. This includes the need to continue to build out the digital access to services where appropriate.

Strategies which should be followed to meet this objective include:

- Business processes continually improved to take advantage of the mobile capabilities of employees and the mobile needs of residents.
- Laptops as new standard device for most employees. This extends mobility options to most staff even if infrequently used. It also eliminates the need for end-point wiring in new buildings or wiring in existing building due to cube changes – a significant impact considering the more than 200 current county office locations.
- Expansion of IT mobility focus from King County employees to include King County residents, who will use our apps and services more and more from their own mobile devices. This includes:
 - Introducing more mobile apps and smart phone friendly web applications, with modern applications digestible from any end-point device
 - Improved identification of users and what they should have access to
 - Increased security of data in transit to increasing mobile locations

- Increase ongoing reliability and coverage of Puget Sound Emergency Radio Network (PSERN) in support of expanding, denser population throughout more of King County's large geographic boundaries.
- Increased mobile access by residents to transportation information and options making regional transportation more seamless.
- In-line to online – King County will do its part to reduce the need for customers to travel to use the government services it provides. The intent is not to replace other channels, but to supplement them for those who prefer an online option or who have difficulty in traveling.
- **Identity** – There will be a significant expansion of users we need to identify correctly as we move to expand access to services to customers. This requires improved ability to identify users regardless of where they are connecting from, and to only authorize access to appropriate services.

Effective Digital Systems

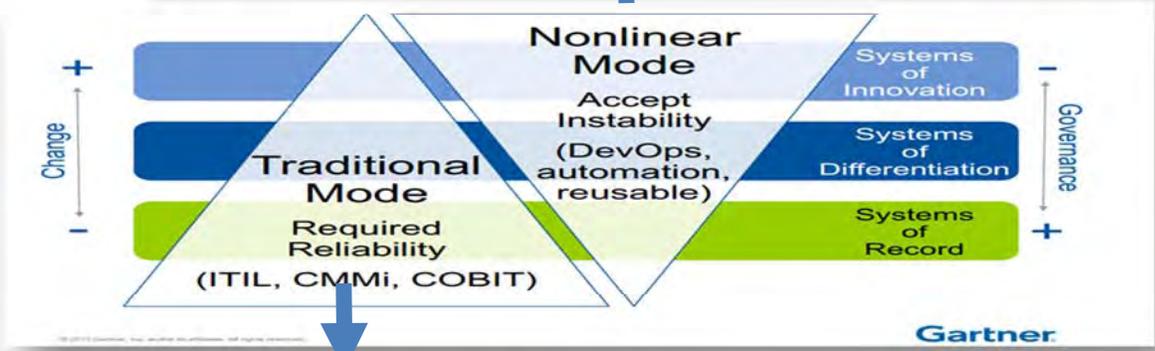
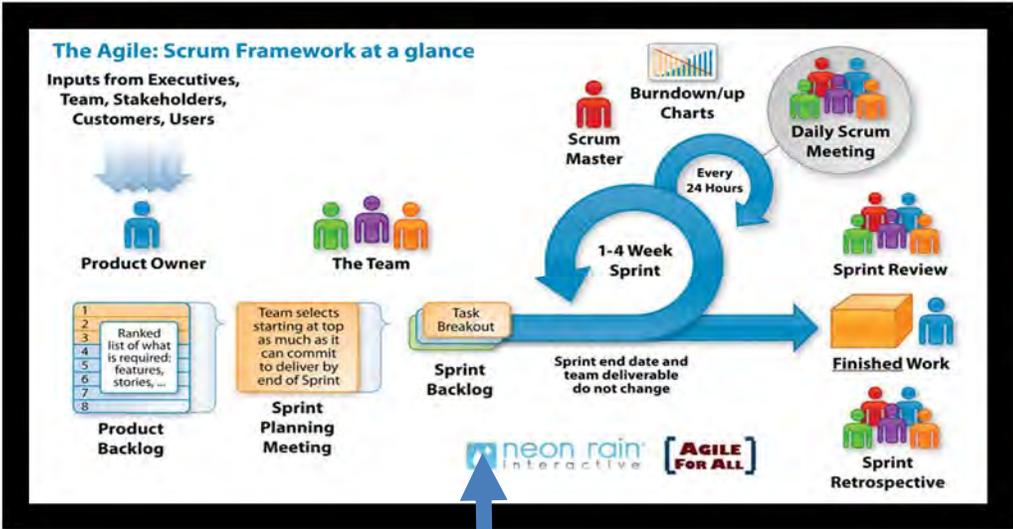
Objective	
<p>1</p> <p>Effective Digital Systems</p> 	<p>Increase the value to customers by providing high quality digital systems to better meet their needs using standard components and continuous process improvement</p> <p>“Timely, standard processes & components, value-added, equitable, planned & architected”</p>

Business/Customer Value and Benefits

Accomplishing this objective is expected to provide the following benefits:

- Capturing continuous improvement in the form of systems with higher quality, lower risk and better fit to customer needs
- Maintained systems are less likely to fail and have a lower TCO (Total Cost of Ownership) through efficiencies, standardization, re-use and the ability to meter and rapidly scale resources up or down as needed
- More agile and faster speed to implement business process changes
- Increased service quality due to increased standardization and reduced downtime
- Reduced risk due to increased redundancy, geographic diversity, and commoditized, on-demand scaling of needed assets

BI-Modal IT



Past and Current Progress

Two objectives in the last strategic information technology plan were Technology Modernization and IT Service Maturity. Significant progress was made in modernizing the technology infrastructure, setting a foundation for the future and enabling us to turn our efforts outward towards customer value. Significant areas of modernization include:

- Data center consolidation
- Server virtualization
- Hybrid cloud computing environment
- Network upgrades and capacity expansion – including wireless
- Workstation device standardization
- Standard enterprise technology products including email, office document creation tools, Unified Communications and collaboration tools (voice, IM, online & video meetings, desktop sharing, presence), document management tools (MS Office, SharePoint, records management, scanning), software packaging and distribution tools
- Service center consolidation
- Application portfolio management
- Replaced enterprise backup to tapes with backup to cloud

Progress towards Service Maturity was also significant and included:

- Adoption and implementation of several industry best practice methodologies including Information Technology Infrastructure Library (ITIL) for operational process management, Solution Delivery Life Cycle (SDLC) for the implementation of new system solutions, Praxis-85 for project management, and Enterprise Architecture for overall systems design including standard design reviews.
- Internal organizational alignment within KCIT to put us in a better position to create and standardize processes in the future.
- Increased role specialization to reflect the process utilized by best in class IT organizations and the adopted SDLC including:
 - Business Relationship Managers also calls Service Delivery Managers (SDM's) to focus on customer service and value from IT as valued business partners
 - Business Analysts (BA's) to focus on business requirements definition, ensuring business needs are met regardless of the technical solution utilized. This will be critical moving forward in order to take advantage of the best solutions to meet our customers' needs at the lowest cost. BAs also help customers look at their business processes and re-design them to increase effectiveness while utilizing standard solutions.
 - Architects at an enterprise and solution level to improve the design of our systems and better leverage standards and re-use of existing components.
 - Quality Assurance (QA) analysts to independently test that systems work as designed and meet the identified requirements.
- Shifting our service catalog and cost model to be product based instead of being based on headcount or other factors.
- Service health monitoring through visual management metrics established for each service.

Where we are going

Progress towards modernizing our applications was steady, but there is still a lot that needs to be accomplished. Focus is shifting from modernization to rationalization. In other words, we want more than just modern applications, we want applications aligned well with business need. We also don't want a lot of applications or tools that do the same thing. Ideally, an application that effectively enables a business process or function should be re-used throughout the organization and integrated effectively into workflows specific to each user. Rationalization also anticipates the need to make investments from a portfolio perspective that maximize the value of the overall portfolio. This means 'Pace-layering' our applications so that different types of applications receive investments over different life-cycles and potentially utilizing differing solution delivery methodologies (a bi-modal approach). Systems of record should receive different treatment than systems of innovation or even systems of differentiation.

Strategies that will be important to pursuing this envisioned future include:

- Modernize our emergency radio network so it continues to operate in a reliable, maintainable state well into the future.
- Rationalize our application portfolio to take advantage of our infrastructure foundation, better meet business needs, utilize standard information technologies including data management, identity and access management, platform services, hybrid cloud compute and storage, re-usable components/services, mobility technologies, geo/location services, business continuity, and desired customer service levels. This includes:
 - Develop an application rationalization strategy which clearly states the desired future state application architecture
 - Put principles and standards in place which guide projects towards accomplishing this future state
 - Identify minimum standards required to maintain applications so they remain modern and included as part of the base application service
 - Appendix C provides greater detail on our application rationalization strategy
- Continue to improve our maturity. The efficiency of IT and the quality and supportability of its products depends on mature IT processes and methodologies. Specifically:
 - ITIL – utilize data and specific target metrics to stabilize and improve initial core processes around incident, request, change, and problem management. As these processes stabilize introduce additional ITIL processes and stabilize them.
 - SDLC should be utilized on all rationalization efforts and projects going forward, regardless of size. The methodology is customizable based on needs. This will require continued shifting of resources into architect and QA roles.
 - Tune project management methodology (Praxis) to improve usability and integration with other methodologies
 - Evolve resource management practices to integrate with project plans and SDLC so resource allocation is clearer and resource conflicts can be more easily identified and resolved.
- Establish increased clarity around service levels for each customer facing service and within internal services to better establish expectations with customers and provide a dialogue for ongoing service improvements and related cost impacts.

- Increase our customer focus by improving existing customer satisfaction processes and extending them where appropriate. We need to continue to ask our customers where we are doing well and where we can improve.
- Increase overall strategic focus by participating in customer strategic planning and line of business planning and injecting IT opportunities and analysis into those discussions. IT will provide significant opportunities for strategic value as the communities we support continue towards a more digital society and economy.
- Directly contribute towards climate change efforts by reducing the overall energy footprint required by information technology.
- Continue to evolve strategic planning practices around Line of Business planning for each service to look at long term service changes needed to meet future customer needs.
- Define system continuity standards and mature the ongoing program to verify our ability to meet those standards – Include RTO (Recovery Time Objective) and RPO (Recovery Point Objective) for all systems in alignment with customer requirements
- Work with management and leadership to raise the priority of planning best practices and popularize at all levels.

Appendixes

Details provided in separate document:

https://kc1.sharepoint.com/teams/itc/Strategy/_layouts/15/DocIdRedir.aspx?ID=MVNJMYUWTD6V-615-155

Appendix A – Strategic Objective Future Scenarios

Digital Civic Engagement Scenario: Public comment on Strategic Plan

Workforce Empowerment Scenario: Workgroup communication

Data Driven Scenario: Data Management

Data Driven Scenario: Analytics

IT Mobility Scenario: Service Request via mobile app

Effective Digital Systems Scenario: Rationalized Application

Appendix B – Strategic Objective Outcome Measures

Digital Civic Engagement

Outcome 1: Broadband access

Outcome 2: In-line to On-line

Employee Empowerment

Outcome 2: Overall business process efficiency

Data Driven

Outcome 1: % of data under data management / meeting standards

Outcome 2: Data maturity model

Future Outcome 3: BI inquiries/visualizations

IT Mobility

Outcome 1: Mobile application usage Geo aware = bonus points?

Outcome 2: Employees

Effective Digital Systems

Outcome 1: Systems complying with standards

Outcome 2: Service level performance

Outcome 3: Phase gate compliance

Appendix C – Application Rationalization Strategy

Appendix D – Data Management Strategy

Appendix E – Identity and Access Management Strategy

Appendix F – 2016 Strategic Technology Plan Update

Appendix G – SWOC's for Each Strategic Information Technology Objective

Appendix H – The Case for Building Digital Equity in King County

Appendix I – IT Industry Drivers

Appendix J – Table of Acronyms

Appendix K - Digital Equity Pro-Policy Agenda

Appendix L - The Case for Building Digital Equity in King County

2016 KING COUNTY INFORMATION TECHNOLOGY AWARD WINNERS



Josephine Wong accepts the Technology Champion award for her efforts in moving the operations for the Homeless Management Information System (HMIS) from the City of Seattle to King County while upgrading vendors. It is a great example of both regional partnering and being data driven in order to achieve better outcomes for the public!



Patty Klopp accepts the Technology Achievement award for the AFIS mobile fingerprinting project. New software gives officers the ability to search two prints against local, state and national AFIS databases and receive results in minutes. This is a great example of IT mobility enabling the officer to confirm ID quickly, on-site, increasing the time officers can remain on the street.

Information Technology Strategy – ‘Enterprise Planned, Project Implemented’

Strategic Information Technology Plan 2016-2018

Appendixes

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Appendix A – Strategic Objective Future Scenarios

In order to better envision the intent and desired future state vision related to each strategic objective, descriptive use case scenarios are provided below.

Civic Engagement Scenario: Public Comment on Strategic Plan

Ralph saw a poster on the bus that King County is creating a plan to end homelessness and wants to make sure it addresses some of the issues he has seen firsthand. Despite being homeless, Ralph has kept a cell phone in order to be available for job interviews both by email and phone. He uses an app on his phone to read the QR code on the poster in the bus he is riding and is taken to a public town hall forum where he is able to get background information on the plan, read the components he is interested in, and make comments about the things he likes and dislikes. He also adds his desires for having free Wi-Fi and check-outable iPads for job searching at all homeless shelters. He also knows of several homeless high school students who could benefit from using the tablets to access their assignments and do homework using online textbooks and reference materials. These tablets are managed by King County staff utilizing mobile device management software which can be used to easily refresh the tablet for the next user. It also helps to find any lost equipment through geo-tracking and can automatically lock-down to protect sensitive data if needed. While registering his ideas, Ralph also signs up to be notified of updates on the plan and is reminded there is available space in both the King County and City of Seattle shelters he used last week, but not in the City of Renton shelter that he is hoping to move to.

Workforce Empowerment Scenario: Workgroup Communication

Ursula is telecommuting today to be able to focus on completing a report that is due tomorrow. She fires up Skype from her personally owned computer connected to her home Wi-Fi and quickly sees who is in and out today from her primary work group. Ursula needs information from a co-worker, Tom, who is available according to Skype, so she sends him a text and gets a quick response with the information needed. Upon review, Ursula has some questions, so she opens up the text into a call and asks the questions verbally. To answer the questions effectively, Tom brings up a document and shares it as part of the meeting so they are both looking at the same data. A dispute about the meaning of part of the document causes them to get the opinion of another member of the workgroup, Sheila, who is currently on a call so they set an alert for when she completes her call and continue their discussion. Tom starts updating the document as they agree on content in order to improve the clarity of what is communicated. The alert sounds and Ursula adds Sheila to the call. All three discuss the issue and agree on final edits together. These edits are stored before leaving the meeting. A version of the document is maintained automatically (behind the scenes) in case any information needs to be recovered from the last version, but this is unlikely. The record series has also been identified on the document so it will be stored as a link in the records management system until it is destroyed automatically at the appropriate date in the future.

Returning to her original report, Ursula still needs information on code compliance but doesn't know who to ask. She does a search in Skype using the word 'code compliance' and finds several appropriate

code enforcement officers. One is available. After a quick call, Ursala has the information she needs to complete her report.

At 2:00, Ursala joins her regular team meeting, using video so others can see her facial expressions in addition to hearing her voice – making the interaction much more beneficial from an overall communication standpoint. She comments on several areas of a proposal that a co-worker is preparing and she shares a graphic she created for use in the proposal. The group likes it and the graphic is sent to the document owner who adds it before the meeting is over. Ursala spends the rest of the day finalizing her document. When complete, she sends a link to the document via email requesting electronic comments and edits to several co-workers and external collaboration partners (non-County employees). Comments and edits are all entered over the next few days to a single version of the document so Ursula won't have to collect or track responses. Reviewers are also able to comment on the comments and edits of others, improving them as well. These edits are also tracked automatically so it is easy to see who made which comments, and Ursala can follow-up with the appropriate person if there is need.

During the day, Ursala gets alerts for the instant messages and emails she receives and is able to respond immediately. She particularly likes the alerts announcing new documents for her to sign as part of the department's new purchasing process. Her approval is documented and the form is automatically routed to the next approval level if needed based on the size of the purchase or to the purchasing staff once all approvals have been received. She is easily able to go back and see any approvals should she have a need to in the future.

Ursala splits the time she would have spent commuting by cleaning out her emails and then getting an early start on dinner!

Data Driven Scenario: Data Management

The recently modernized case management system is planning to go live in two weeks and a readiness review is being performed. For the data portion of the readiness review, Hoang, the data solutions architect on the project, is verifying the system complies with all standards.

- Data ownership was clarified early in the project and the data owners as well as key data users have met regularly in governance meetings to resolve questions on who can update what data and when. The systems permissions appropriately enforce these rules. Users were involved in clean-up efforts needed prior to conversion to improve the quality and reliability of the data. Owners then validated data quality prior to going live.
 - Check.
- The logical and physical data models were created as part of the design and are accurately reflected by the test data structures in use. Performance for both the transactional and reporting elements of the system have passed the load tests performed on them. Synchronization of data across the transaction and reporting environments (utilizing enterprise ETL scheduled updates) also meets the requirement of near-real-time reports (refreshed every hour), and back-up and recovery tests have also met their RTO and RPO objectives. Data fully reconciles across all systems.
 - Check
- The data dictionary has been updated with all of the meta-data components needed to effectively include this data in the enterprise analytics environment. During acceptance test, key users from the business sponsors organization were very excited to see the integration of this data with other data currently available through their BI analytics tool. All pre-defined

management reports are an improvement over the old reports due to new integration of external data. Data sensitivity has been classified at the field level, enabling easy export to King County's open data platform where only public data will be made available to the public. Roles have been defined for users through active directory to restrict the analytics tool to only show the information a user has been authorized for.

- Check
- Integration with the customer file (CRM) has verified appropriate activities are available through CRM with appropriate credentials, enabling multiple roles to better see the entire interaction with affected individuals.
 - Check
- User screens are pre-filled with appropriate data, and look-ups occur in real-time where appropriate when data is being entered to both validate and pre-fill additional fields like state and zip code. This minimizes the amount of data that needs to be entered and reduces data entry errors. Potential duplicates are flagged for investigation so the quality of on-going data stays high.
 - Check

Data Driven Scenario: Analytics

Marcella has recently implemented SharePoint workflow to support a paperless new hire on-boarding process. She is especially interested to see if the automated approval processes are improving. She has metrics from last month for "days to approve" and sees that the average time for all approvals went up. As she drills into the several types of approvals, she sees that space planning approvals increased from 3 to 8 days on average. In her efforts to discover "why" this increase in space planning "days to approve" is occurring, she attempts to contact the primary Space Planner for her department via Skype and discovers he/she is on extended vacation. Further research leads to the discovery that the SharePoint workflow approval process was not configured correctly since there were no proxies or alternate approvers identified should the primary approver not be available. The workflow configuration is corrected and now alternate approvers are notified if the primary approver has turned on their out-of-office notifications. Marcella also adds an additional "alert" option to the "days to approve" metric in her analytics application. This "alert" automatically notifies Marcella whenever a "space approval" request exceeds the three day threshold. This automated KPI (key performance indicator) alert now allows Marcella to focus on other workflow bottlenecks and not be concerned about the space planning approvals until she gets an "exception" alert. She takes a video of this updated process and saves it to the internal processes team SharePoint site for others to learn/refresh when needed. This is included as a help link from within the workflow so it can be accessed 'in-flight'. She also shares the video directly with the two staff identified as proxies. A month later, Marcella again reviews her numbers and is happy to see she has indeed shortened the time to hire based on these adjustments.

IT Mobility Scenario: Service Request via Mobile App

While commuting to her job in downtown Renton, Sandra is frustrated by a pothole that always seems to cause her coffee to spill out of its cup as she pulls out of her driveway in the morning. Her co-worker says she should report it, so before getting into her car, Sandra downloads the KC Pothole app onto her iPhone and starts it up. She takes a picture of the pothole and sends it to King County. The application knows the geo-location and sends it along with the request. The request is automatically received by King County's 311 application which stores the interaction in the customer file and sends a work order request to the roads maintenance system, which sees the request and automatically schedules repair

for the next time a crew is in the neighborhood. The scheduling system then automatically notifies the 311 system of the scheduled repair date which, in turn, sends a text to Sandra as she requested so she knows when to expect the pothole will be filled. The 311 system also sets an alert for follow-up if it doesn't receive confirmation of completion within a week following the due date.

Effective Digital Systems Scenario: Rationalized Application

Young is monitoring her request log and sees a new request from one of her biggest customers to significantly upgrade the vehicle maintenance application she is responsible for. She reads the justification associated with the request and looks for any similar, outstanding requests. She notices there are several outstanding service requests for minor enhancements which could be grouped into a release with this request. She also sees two identified problems with this application that have been deferred until the next release. Young does a final check to view the rationalization assessment that was performed six months ago and sees it has been targeted for modernization. This most likely means it doesn't fit the business need very well and/or was built on components that no longer meet current systems standards designed for maintainability and currency.

After reviewing all of these records and reviewing some of the components of the system, Young provides an initial recommendation that a project be created to modernize the application and include the outstanding enhancement requests as requirements for the new system. She includes a comment that a mobile, geo-aware interface could enable the business processes to drastically change and improve. She submits this proposal to the project queue for prioritization against other efforts, and assumes based on the current backlog and her knowledge of this project's impact on the business, a project will be scheduled for the next quarter's resource plan. The project will have a project manager, a business analyst, application and data solution architects, integration and SOA engineers, a quality assurance engineer, and a trainer. When the project is executed, it will progress through several phase gates to ensure the quality of the plans, designs, construction/integration and support readiness fit to business requirements. Young will most likely participate in the later stages of the project so she is fully ready to support the new application once it is launched. She looks forward to this project as she knows the customers will benefit greatly and she enjoys the collaboration between the many team players each contributing in their respective areas of expertise.

Appendix B – Strategic Objective Outcome Measures

Civic Engagement

Accomplishing our strategic objective around civic engagement should lead to several expected outcomes. In general, residents should be more involved with their local government, leading to public policy decisions that better reflect their needs and desires. In order to gauge our progress, three high level outcomes have been identified that we will track over the life of this strategic plan.

Outcome 1: Online Public Outreach

King County strives to engage and inform residents in ways that are technologically convenient, including the KingCounty.gov website and countywide social media, email, and text message communications. Successful online public outreach allows residents to access and learn about King County services freely and easily, and to participate in local government through the innovative use of online tools.

Measuring our success in this area is a combination of growth, reach and interactions. Growth refers to the total number of social media fans and email list subscribers; reach includes website visitors and social media impressions; and interactions is the number of “clicks” people make on our content, including Facebook likes, retweets on Twitter, and clicks on newsletter links.

We have not finalized our measurements in this area but are considering the following:

- Growth, reach and interactions
 - Social media
 - Email lists and e-newsletters
 - Text messages
- Website visitors, pages-per-visit, time on site, etc.
- Public feedback submitted via online tools

Outcome 2: Broadband access

In order to utilize digital channels for civic engagement, residents need to have an adequate connection to the internet as well as devices that connect to the web and the knowledge of how to use them. Broadband access at home has been identified as the best way to track this capability.

- Baseline: 84% of homes in King County with broadband access
- Target: 90% of homes in King County with broadband access

Outcome 3: Electronic Payments - In-line to Online

The opportunity for online engagement is limited by the number of services delivered by King County that a resident can engage with directly online. This metric will focus on the percentage of financial transactions conducted online as these tend to be activities that provide significant advantages to residents. Advantages include time saved by not having to commute in order to conduct the transaction; convenience of transacting when and where desired; faster transaction turn-around by not having to wait in lines or commute; and possible money savings on things like commute costs (parking, gas, or bus fare) or mailings.

- Baseline: 32% of payment types have some form of electronic payment
- Target: 75% of payment types have some form of electronic payment
- Future Target: Determine cost to accept cash, check, and electronic payments respectively in order to drive towards low cost option given customer satisfaction remains at least even. Chart savings over time.

Workforce Empowerment

Outcome 1: Implementation of our Workforce Empowerment Roadmap

Ensuring that we are able to deliver on our workforce empowerment vision is essential to realizing our customers request to more fully leverage the many tools that we have in place. The roadmap is focused on better engaging and supporting agency needs in utilizing IT investments and includes key alignment with people, processes, and systems.

- Baseline: TBD in 2016
- Target: Stay within three months of road map’s original plan

Outcome 2: Overall business process efficiency

The end goal for the workforce empowerment objective is to have IT customers who are more effective in performing their business processes because they are effectively utilizing the powerful IT collaboration and communication tools available to them. Business process improvements can and should be monitored for efficiency and quality gains through their line of business planning and visual management metrics. To determine its impact, we can begin by measuring the utilization of the different collaboration tools, starting with SharePoint.

- How many agencies have provided training to their staff on platforms that realize greater business process efficiency (starting with SharePoint)
- How many partnership projects does KCIT engage with customers regarding a business process efficiency (starting with SharePoint – total # of engagements, including training department to support on their own)

Data Driven

Outcome 1: Data maturity model

Because of the many components of data management, KCIT will utilize a data maturity model as defined by a simplified, customized adaptation of a Gartner Data Management Maturity Assessment. This model will show us our current maturity and areas of focus, based on high impact priorities, in order to measure and improve our maturity. The enterprise architecture service will help lead and determine annual activities to measure progress in enterprise wide data management maturity.

- Baseline: Maturity level TBD in 2016
- Target: Fully increase maturity by one level over 3 years

Future Outcome 2: BI inquiries/visualizations

The end result of improving our data environment should be having data that is utilized more frequently by business staff in making decisions and/or confirming results. As our maturity grows, we will determine how to report on utilization and measure progress against this key outcome.

IT Mobility

Outcomes for this objective will target both external (resident) and internal (KC employee) mobility.

Outcome 1: Mobile Workforce

A mobile workforce means staff are able to access the information, people and tools they need to do their work from wherever they are working. Whether they are in their main office, an alternate work location (satellite, park, sensor location, etc...), at home or out of town. Key ways of tracking workforce mobility include

- Increasing wireless capacity within county-owned buildings
- Increasing adoption of mobile devices by county employees (tables/laptops rather than traditional workstations)
- Increasing the number of conference rooms that have collaboration space technology capabilities (wireless access; smart boards; etc.)

Outcome 2: Online Services/Mobile application usage

For residents, creating truly mobile applications enables them to interact with King County when and where they want is best reflected by the number of applications available to them in a mobile format. This means either as a webpage that scales appropriately to their mobile device, or as an application they can download to their device. We will also want to monitor usage (not just availability) as we mature to ensure they are meeting a need. In addition, creation of these apps can be done by county or citizen developers using open data. In either case, the impact on the resident should be the same. Because these applications are intended to operate from any location, providing context sensitive geo information should also be encouraged!

- Baseline: 7 mobile applications in 2016 and their associated usage (increased usage of mobile apps aids in civic engagement and has the potential to reduce costly in-person transactions)
- Target: 50 mobile applications in 5 years and increased usage

Effective Digital Systems

Outcome 1: Cloud Adoption

During the 2016 – 2018 timeframe, we will increase the implementation of cloud-based solutions in the delivery of services to customers. We will track our adoption of cloud technology of applications and services across the entire King County portfolio – including Executive and Separately Elected agencies and departments.

- Number and percent of applications and services in the cloud (by platform – CRM, Office 365, AWS, Azure, other SaaS)

Outcome 2: SOA Adoption

Establishing a strong Service-Oriented Architecture (SOA) approach to our computer software design is a key long-term strategic initiative for King County and KCIT. As King County continues to develop business strategies and both identify and align business services these defined business capabilities will be delivered by IT capabilities. Development of SOA services allows an IT capabilities to be delivered and reused in a well-defined and governed approach across the enterprise.

KCIT is just beginning its SOA program. Initial technology metrics include:

- Number of reusable services in SOA service catalog
- Services re-used by more than one system
- Estimated cost savings through service reuse (by not needing to re-create similar functionality)
- Platform consolidation through service reuse

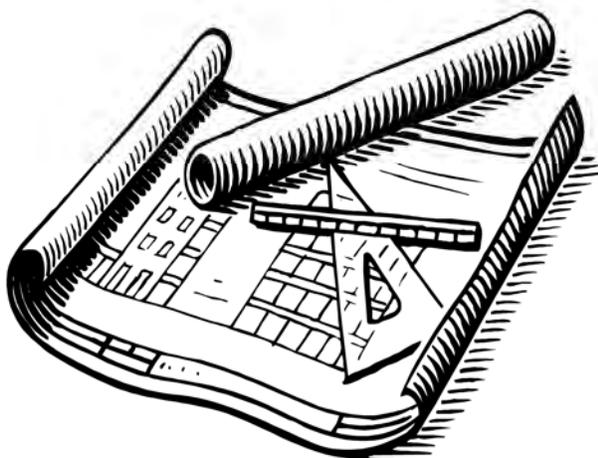


Application Rationalization Strategy

A business-driven framework for
transforming the County's
application portfolio

Greg Brant, KCIT Enterprise Architecture
Brent Veenstra, KCIT Business Solution
Service

Draft v1.7 – in progress



https://kc1.sharepoint.com/teams/IT/EA/_layouts/15/DocIdRedir.aspx?ID=AZNJYF4SY3UY-11-798



Data Management Strategy

A business-driven framework for the management of the County's data assets

Tina Embree, KCIT Enterprise Architecture

Draft v1.0



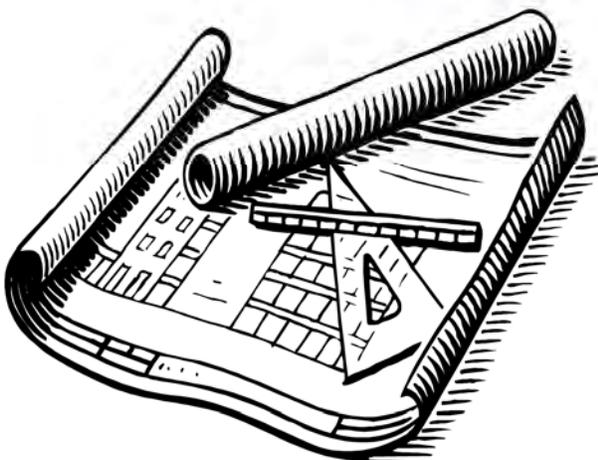
<https://kc1.sharepoint.com/teams/IT/EA/layouts/15/DocIdRedir.aspx?ID=AZNJYF4SY3UY-11-775>



Identity and Access Management Strategy - draft

The Plan for IAM in King County

*King County IAM Workgroup and
Enterprise Architecture
January 19, 2016*



https://kc1.sharepoint.com/teams/IT/EA/_layouts/15/DocIdRedir.aspx?ID=AZNJYF4SY3UY-11-761

Appendix F - King County Overarching Enterprise Architecture Principles

1. The Business Results Focus Principle - We should focus on achieving business results that provide value to customers over process
2. The Customer Experience Principle – We should minimize the complexity of the customer experience
3. The Minimize Cost and Complexity Principle - Business Solutions should be adaptable with changing needs without significantly impacting cost or complexity for the organization
4. The County-wide Perspective Principle - The County’s information and information Technologies should be viewed from a county-wide perspective
5. The Minimal Number of Technologies Principle - IT Services should be designed to minimize the number technologies to support
6. The Leverage our existing IT environment Principle - Potential new systems and technologies should be able to exchange and use information from the existing King County IT systems
7. The Integration Principle - Integration between applications should be flexible, standard
8. The Partnering Principle – The King County environment should foster interoperability with our partners
9. The Data Sharing Principle - Data should be available to the broadest appropriate audience
10. The Risk Management Principle - The organization should manage risks to the County’s information assets
11. The Phased Approach Principle – Solutions should be implemented using an approach consisting of a number of small, well-defined phases

More information on how to use principles and their rationale and implications are available at:

https://kc1.sharepoint.com/teams/IT/EA/_layouts/DocIdRedir.aspx?ID=AZNJYF4SY3UY-11-397



King County, Washington

Strategic Technology Plan 2013 – 2015

2016 Update

April 2016

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2016 Strategic Technology Plan Update

In 2012/13, the Department of Information Technology, also known as KCIT, developed and published the Strategic Technology Plan 2013 – 2015 which provides strategic direction regarding King County’s information technology (IT). The plan identifies the most appropriate technology objectives needed to focus IT on delivering business value to our customers. The Strategic Technology Plan (STP) is publicly available on the King County website at:

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

King County Code 2.16.0757(A) requires the submittal of an annual update to the STP. This report provides an update on progress made since the inception of the plan. The strategic plan has been endorsed by the Strategic Advisory Council (SAC) and adopted by the King County Council.

A new strategic technology plan is being drafted to cover the 2016-2018 timeframe. A full strategic planning process was utilized to align our technology strategy with the County’s current and future business needs. This has included input and guidance from our Strategic Advisory Council, which includes elected officials from all branches of King County government as well as external industry expert advisors. In addition, business and information technology leaders throughout county government participated in formulating future direction. Performing an environmental scan that includes King County’s strategic and line of business plans as well as information technology industry trends has also helped to set the stage for the technology strategies needed to carry us effectively forward through 2018.

King County’s Strategic Technology Plan

KCIT is committed to increasing the value technology brings to our internal business partners and to King County’s many and diverse external customers. This means ensuring the accomplishment of our information technology strategies positions and empowers our partners to accomplish their goals as stated in the King County Strategic Plan as well as in tactical and operational line of business and agency plans. It also means we can respond quickly with our partners to changing business needs and new technology opportunities can add value to business operations leading to service improvements for our customers.

We believe this is best accomplished through open, transparent, efficient, effective, and service-focused planning and operational activities. See Appendix A - Strategic Technology Enterprise Plan for a one page summary of strategic efforts contained within the Strategic Technology Plan 2013 – 2015. This summary illustrates how KCIT services align with customers as well as technology domains. It also shares strategic initiatives across several years in all of our service areas. This provides context for how our efforts fit together to help meet our technology and business strategic goals and objectives.

Measuring Progress

Measuring strategic progress is based on looking at movement towards long-term goals that have been identified for strategic technology indicators. There are 30 indicators aligned with the four technology objective areas defined in the Strategic Technology Plan. Five of these indicators are focused on information assurance and securing our information technology environment. This reflects not only the strategic importance King County places on securing protected information and business processes but also the needed integration of security concepts in all that we do.

Overall Results

As is the case with any long-range plan, changes that occur over time will influence the value, priority, and feasibility of different components of the plan. Each of the 30 indicators is at a different stage in progressing towards long-term goals. Some indicators have yet to define how progress will be measured. Others have determined baselines and long-range targets. Still others are now measuring progress towards targets.

In this year's update, minor changes to the strategic outcome measures have occurred as a natural part of evolving the measures to be meaningful and drive desired results over time. For the measures still being defined, progress has not yet enabled fully defining measures to clearly align with goals to effectively drive outcomes.

Chart 1 – Strategic Indicator Progress below summarizes the progress-to-date for all strategic technology indicators. The legend for the table describes the icons that are utilized to provide a visual status update for each indicator. In addition, Appendix B – Strategic Technology Indicators by Objective provides more detail for each indicator including expected benefits the indicator aligns with, a chart to show progress over time, and notes on progress, obstacles impacting progress, and additional information where appropriate.

Progress related to eGovernment, mobility, maturity, and technology modernization of infrastructure have all made significant advancements. Progress related to modernizing applications has been slower, but has also seen substantial positive progress.

Of the 30 indicators

- three exceed long-range targets
- twenty-three are making positive progress at or above expected levels
- two are making progress, but at a rate slower than initially expected
- two are working towards defining appropriate measures

Strategic Technology Indicators Chart

eGovernment	Mobility	Technology Modernization - Applications	Technology Modernization - Infrastructure	IT Service Improvement (Maturity)
Website vulnerabilities reduced over time	Percent of mobile devices under active management	Percent of applications having identified appropriate data sensitivity classification	Security scorecard shows continuous improvement over time	Percent of Information Assurance (IA) roadmap items that are completed
Percent of business services transacted online	Increased wireless usage	Application counts by type	Percent of worksites with wireless access	Percent of services with defined methodology/best practice
Web customer satisfaction (resident survey)	Number employees with Unified Communications (UC) capabilities	Increased usage of Office 365 (O365) platform (PaaS)	Application counts by hosting platform (mainframe, server, SVE, VPC, public cloud)	Percent of projects involving technology accomplishing expected benefits
Effectiveness of online messaging and responses	Percent county owned devices that conform to Workstation Service standards / built with standard image	Service Oriented Architecture (SOA) utilization	Percent of county owned server devices running current preferred Operating System (OS) standard	Number of current technology roadmaps
Utilization of open data	Percent of applications delivered through a browser or mobile interface	Percent utilizing standard components	Percent data center square footage that is utilized by county verses lease tenants	Number IT services with service roadmaps
Expand internal participation in providing open data	Percent of overall computing that occurs in a cloud (virtual) environment	Percent of applications conforming with application data standards	Percent of systems receiving full, end-to-end monitoring	Track and report the ratio/mix of KCIT positions

Legend - Strategic Technology Initiative Status

Measurement process not yet fully defined

Actuals measured but progress slower than expected

Actuals measured and progress meets or exceeds expectations

Actuals meet or exceed long-range (2023) targets

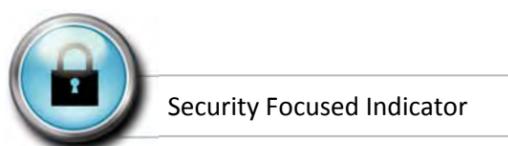


Chart 1 - Strategic Indicator Progress

Results by Technology Objective

The following sections of this report describe overall progress related to each technology objective and highlight significant areas of progress and/or areas of increased focus.

eGovernment

The eGovernment objective has identified six indicators, five of which are making expected progress towards their target goals.

These indicators show the experience of our residents continues to improve when interacting with us electronically. It's taking less time to find what they are looking for on our website and they also can access our information on their preferred device more. In addition, more information is being shared through electronic subscriptions – with almost 1 in 7 residents signing up. Social media also continues to provide more targeted information, with a 44 percent growth (down from 51% percent last year) in all social media page views in 2015.

The remaining outcome with below expected progress is around system vulnerabilities. New Payment Card Industry (PCI) requirements have added a significant number of new vulnerabilities. Continued focus is needed to reduce vulnerabilities knowing new threats are being developed more rapidly than in the past. Maintaining a strong vulnerabilities posture is critical. Also critical is our continued progress towards systems that utilize only standard components thereby reducing the exponential effect on vulnerabilities that multiple technologies can cause.

Some of the near-term areas of focus elicited from a recent event include:

- Ensure anti-virus is on ALL endpoints.
- Accelerate consolidation of the endpoint security management console to align with KCIT's service structure. This applies to workstations and servers and will improve standardization.
- Select, architect and implement advanced threat protection. Advanced Threat Protection systems accelerate identification and containment of malware attacks.
- Engage a local consultant to perform forensic incident response analysis.
- Eliminate any unnecessary open network shares and eliminate drive mappings. Network shares provide users and systems access to resources. Drive mappings give these resources an alphabetical designation.
- Address storage of files on local drives through accelerating the adoption of OneDrive for all file storage and the migration of .PST (email storage) files to network archives.
- Identify a process and/or system to ensure 3rd party applications are patched.
- Review and update policies and standards and ensure compliance.
- Block web advertisements. This was attempted when the original URL filter was implemented. Political pressure from agencies such as the County Council and others removed the blocking due to a change in the user experience.
- Decommission legacy remote access platforms (SSL/VPN, Go to My PC – no longer available as of April 1)
- Improve communication processes during an information security incident.

Mobility

All six strategic technology indicators for mobility are meeting or exceeding expected progress towards their goals.

Full Unified Communications (UC) capabilities have been deployed to all appropriate employees. This service includes both enterprise voice services as well as Skype for Business collaboration tools. Mobile Device Management (MDM) has also made great strides by fully rolling out to both managed and personally owned devices. Also important to mobility is increased usage of both private and public clouds to make applications available from anywhere. This includes the refreshing of the employee focused intranet onto a cloud platform, as well as our document collaboration capabilities. When combined effectively with mobile device management, employees can now access their work documents electronically from any location using their work or personal devices. As society continues to increase use of phones and tablets in their personal lives, these updates are important steps to empowering our workforce to be more productive, while also ensuring we are effectively stewarding the information we are responsible for. Significant progress has also occurred in the move to virtual servers, from only 25 percent at the start of 2014 to around 60 percent today.

Technology Modernization

The technology modernization objective has 12 strategic technology indicators identified, six are application focused, and six are infrastructure focused. Of these, all six infrastructure and four application indicators are at or exceeding expected progress. Major accomplishments include the decommissioning of our mainframe platform, the significant increase in utilization of our hybrid cloud services, standard cloud collaboration tools available to all employees, and a robust network that now transports voice messages and has the foundation in place for significant increases in wireless traffic.

There are still two indicators that have not yet been defined as they are awaiting our application rationalization strategy, which is currently under construction. Enterprise data classification and Identity and Access Management (IAM) will both be key components of our rationalization strategy going forward.

IT Service Improvements (Maturity)

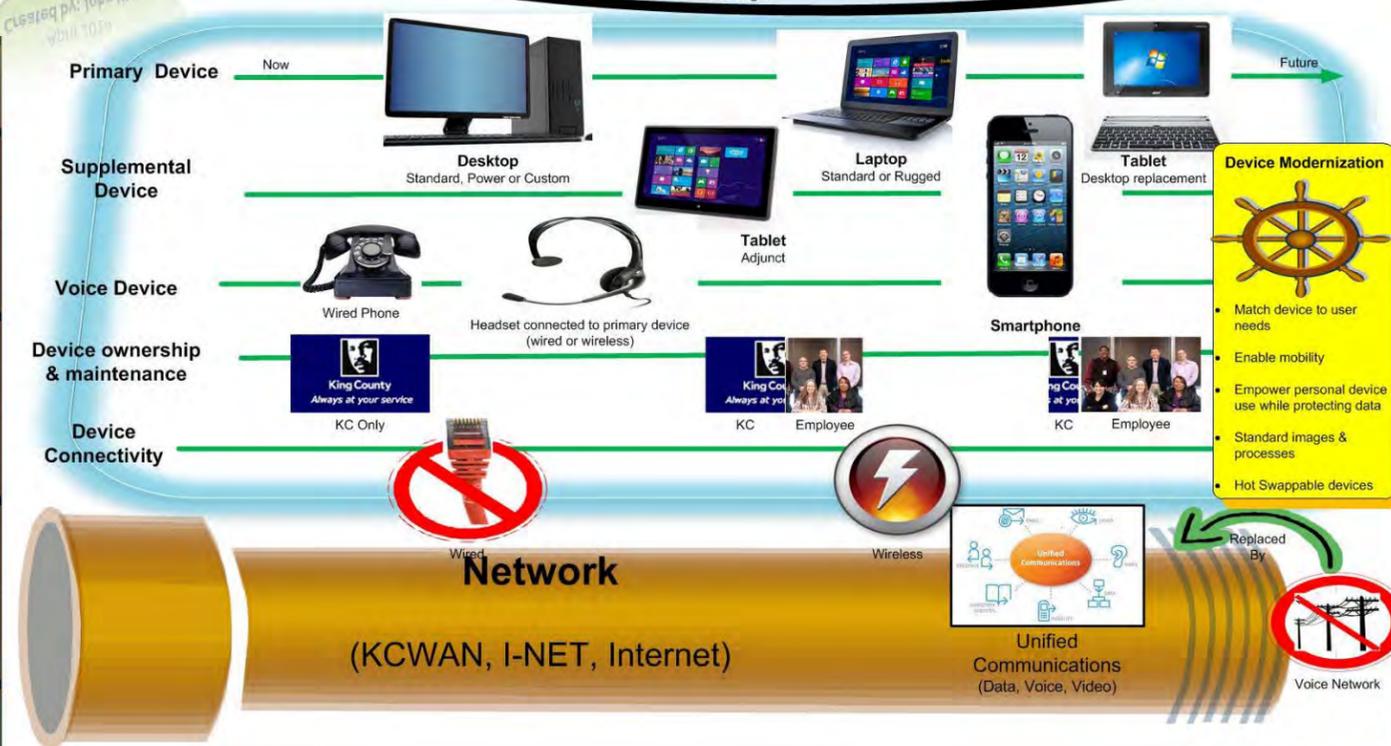
The IT service improvements objective has six strategic technology indicators identified, five of which are making expected progress towards their target goals. Operational alignment efforts have completed with all KCIT staff now aligned by service rather than by customer. We expect this to have a positive impact on both customer service and service efficiency over time. Processes within each service are also maturing as we implement various on-going improvement efforts. Progress has been slowed in addressing our Information Assurance (IA) roadmap due to the inability to fund next steps in the roadmap including a broader employee education effort.

King County
Strategy
Technology Plan
1-Page Overview

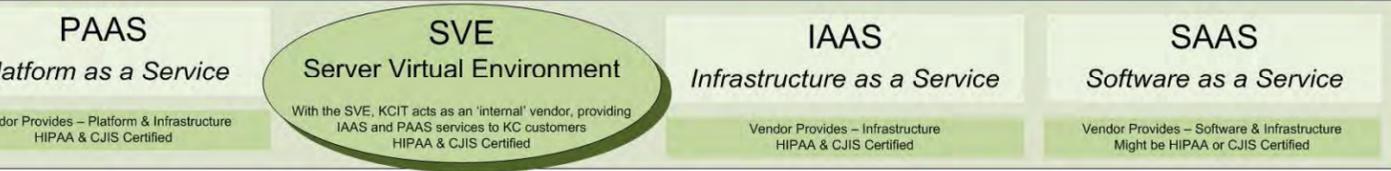
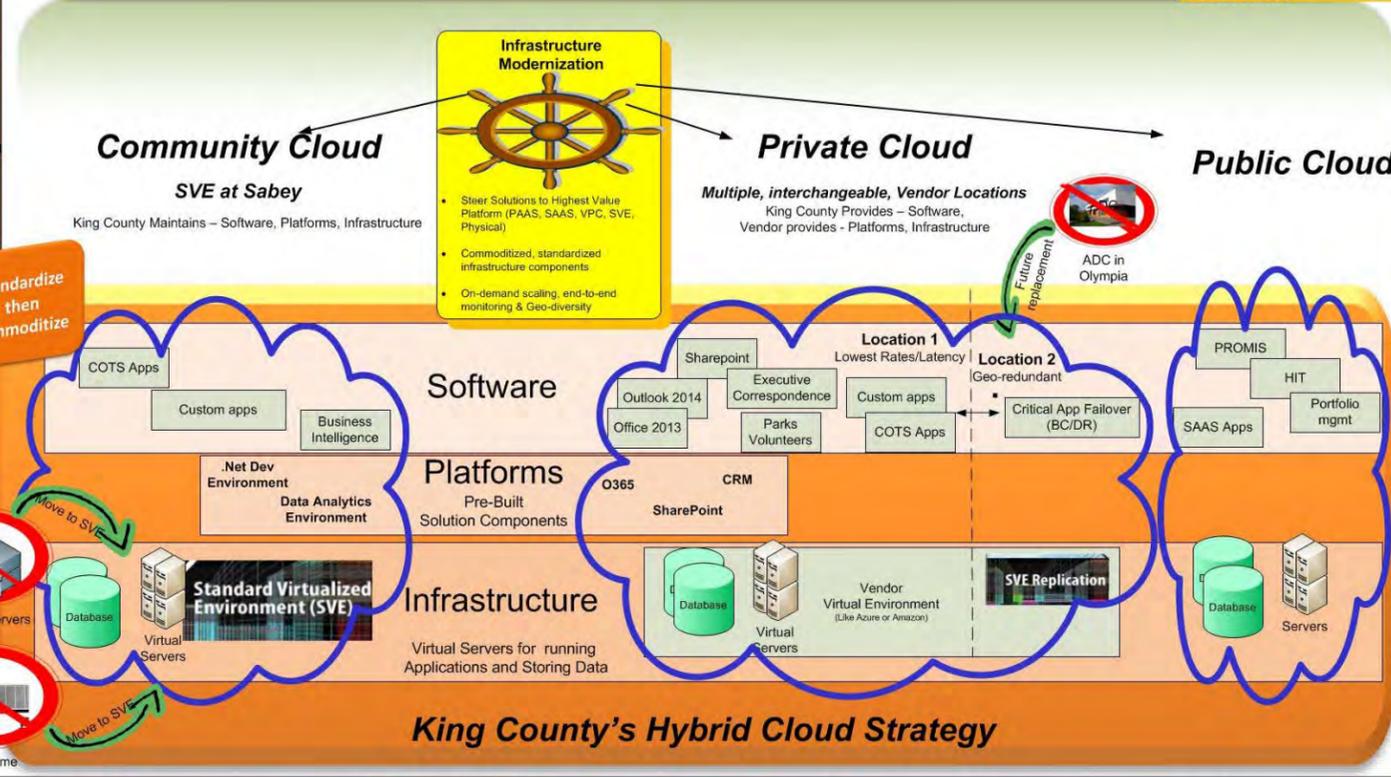
Version 6.2
April 2014
Created by: John Klein



Providing World Class
Technology Solutions
To our Customers



Security



- ### KCIT Services
- IT Service Center**
 - Consolidate into one IT service center – 2010
 - Offer customer satisfaction surveys – 2011
 - Analyze data to improve overall incident response performance – 2013
 - IT End-User Training**
 - Started in 2012
 - Focus = business productivity tools
 - See intranet site
 - http://kcweb.metrokc.gov/ocim/services/kciti/training.aspx
 - Business Analysis**
 - Started in 2012
 - Service to projects or Agencies
 - IT Project Management**
 - PMO & Center of excellence
 - PMM 2.1 and tools
 - Dept. Review Boards
 - Portfolio Management - 2012
 - Streamlined oversight
 - Workstation**
 - Unified Communication (phone, presence, chat, video – all on single device)
 - Standard hardware, image – 2011-12
 - Remote management tools (SCCM, MDDP) – 2011-12
 - Create gold image – 2012/13
 - Office of the Future - Hotelling & Telecommuting
 - 6 year Enterprise Agreement - 2011-2016
 - Mobile devices phase II
 - Voice**
 - Countywide Telephony System Replacement – 2011-2014
 - Implement Lync on-premise – 2011
 - Automatic call distribution for call center upgraded – 2012
 - Network**
 - I-Net Modernization – 2012
 - KCWAN 10G core upgrades – 2012
 - Utilize/participate in local Consortium's - 2012 - 13
 - Updated IP Address Schema - 2012
 - Network intrusion Detection System upgrade and integrated with firewall strategy – 2013
 - MPLS implementation – 2013/7
 - Fully integrated with Utility Computing env. - 2013
 - ISP-DMZ
 - ISP – internet gateway filter
 - Business Empowerment and User Mobility
 - Systemwide Enhanced Network Design (SEND) for Health
 - Unified Communications
 - All types of communication (Voice, Video, Data) delivered through common network – 2011-2013
 - Voice mail delivered to inbox – 2012
 - Lync on-premise – 2013
 - eGovernment**
 - KC internet re-architecture – 2012
 - Property assessment appeals-2012
 - Public criminal case info - 2012
 - On-line services Directory – 2013
 - Enhanced 'Alerts' - 2013
 - Sharepoint/intranet convergence-2012
 - Vital Stats & MEO web portal
 - Business case for online mitigation
 - Health Information Technology (HIT)
 - Electronic Medicine Administration Record (eMAR)
 - Technology Products**
 - Includes provision of Office suite, E-mail, Active Directory Lync, sharepoint and other collaboration and efficiency tools
 - Business Solutions**
 - TFS - Standard Dev Environment – 2011/12
 - Implement SDLC – 2012
 - Advanced Sharepoint hosting - 2012
 - Portfolio Management -2012
 - Post ABT archiving - 2012
 - All Applications off Mainframe-201% Accounting system update – study and business process
 - Jail management system study project
 - Pretrial risk assessment planning
 - Roster management system
 - Designated Mental Health Professionals and Safety
 - Server, Storage & Database**
 - Government Cloud Computing project (provisioning of processing/compute, storage, back-ups, disaster recovery and support utilizing virtualization based on application needs) – 2012 - 2015
 - Systems Monitoring & Management – 2011/12
 - Add alternate DC resources to virtual pool- 2012/13
 - Hosted Environment Phase III
 - Demographic Data Consolidation
 - Business Continuity**
 - Geo-diversity for Disaster recovery through cloud Strategy
 - Re-evaluate critical application designations
 - Provide High-availability options for requesting applications
 - Data Center**
 - Executive Servers in DC – 2011
 - Remaining Servers in DC – 2012
 - Move alternate DC to Eastern Washington – 2012
 - Mainframe retired - 2013
 - Regional**
 - Regional emergency radio upgrade proposal approved - 2011
 - 800 MHz rebanding – 2013
 - Distributed Antenna Network – 2012
 - South Loop Microwave repl – 201x
 - VHF/UHF narrowbanding –
 - Map layers shared as open data – 2010
 - Mandated & Business Foundation**
 - Implement IT Services catalog – 2011-2012
 - Create SLAs, OLAs for all Services – 2011-2012
 - Menu and true rates for service ordering – 2012-2013
 - Provide HR services for KCIT – 2012
 - Increase Countywide IT contracts – 2011
 - Implement Enterprise Architecture program – 2011/12
 - Service Management & Development in place – 2011/12
 - Implement KCIT and related Budget updates - 2012
 - IT Services Legend**
 - End-User Service
 - IT-IT Service
 - Mandated & Business Foundation Services
 - 2013 Approved Investments

Appendix B – Strategic Technology Indicators by Objective



Technology Objective: EGOVERNMENT

Improve service delivery to and interaction with King County customers by leveraging web and related social media technologies.

- Improved citizen value and satisfaction when transacting business with King County
- Improved access to King County services
- Increased citizen participation in government
- Greater transparency of government operations

Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles																										
Website vulnerabilities reduced over time.	Information Assurance – Ensure online transactions are safe and secure.	<p>Proactively Protecting King County's Web Environment by Identifying and Resolving Vulnerabilities in a Timely Manner</p> <p>Target 100 or fewer</p> <table border="1"> <caption>Total # Vulnerabilities (DMZ) by Month</caption> <thead> <tr> <th>Month</th> <th>Total # Vulnerabilities (DMZ)</th> </tr> </thead> <tbody> <tr><td>Jan-15</td><td>189</td></tr> <tr><td>Feb-15</td><td>189</td></tr> <tr><td>Mar-15</td><td>183</td></tr> <tr><td>Apr-15</td><td>204</td></tr> <tr><td>May-15</td><td>234</td></tr> <tr><td>Jun-15</td><td>274</td></tr> <tr><td>Jul-15</td><td>204</td></tr> <tr><td>Aug-15</td><td>196</td></tr> <tr><td>Sep-15</td><td>187</td></tr> <tr><td>Oct-15</td><td>168</td></tr> <tr><td>Nov-15</td><td>384</td></tr> <tr><td>Dec-15</td><td>540</td></tr> </tbody> </table> <p>Legend: Total # Vulnerabilities (DMZ) (Blue bars), Target (100 or fewer) (Orange line)</p>	Month	Total # Vulnerabilities (DMZ)	Jan-15	189	Feb-15	189	Mar-15	183	Apr-15	204	May-15	234	Jun-15	274	Jul-15	204	Aug-15	196	Sep-15	187	Oct-15	168	Nov-15	384	Dec-15	540	<p>100 vulnerabilities was initially selected as a good long term goal given the many unknowns that continue to appear as threats. As we learn more about the volume of vulnerabilities over time and increase our understanding of statistical significance, this is proving to be a good stretch target. While KCIT made steady progress in Q3 and Q4 to reduce our web environment vulnerabilities, new PCI vulnerabilities requirements have led to a significant increase in vulnerabilities. On the positive side, our continued progress towards standardizing our environment helps to harden it and reduces the exponential effect multiple technologies can have on vulnerabilities. Our Chief Information Security and Privacy Officer expects to see a significant decrease in vulnerabilities by Q2 2016.</p>	New PCI requirements
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Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles
Effectiveness of online messaging and responses.	Increase and improve public engagement using social media.	<p>Increasing Citizen Engagement Through Social Media target: Twitter and Other* to grow; Facebook to stabilize</p> <p>Increasing Citizen Engagement Through Electronic Subscriptions (which are cost effective and allow for timely distribution)</p>	<p>Online communications continue to increase. Our usage of the GovDelivery tool for online subscription services continues to grow rapidly, with 1 out of 7 residents subscribing. Some relevant statistics include:</p> <p>Social media stats:</p> <ul style="list-style-type: none"> 180+ total social media pages (up from 141 last year) 257,000 fans and followers (up from 174,349) 44 percent growth in 2015 across all social media pages (down from 51 percent) 26 blogs totaling 300,000 page views in 2015 (up from 14) 56 Facebook pages (up from 46) 45 Twitter (up from 37) 26 video feeds (up from 17) 13 Flickr photo galleries (up from 11) <p>Email/text messages across King County</p> <ul style="list-style-type: none"> 330,000 total subscribers reaching 1 in 7 county residents (up from 1 in 9 last year) 11 percent growth in 2015 (down from 60 percent) 500+ different topics that people can subscribe to In 2015, we sent 12.3 million emails and 5.1 million text messages (up from 9.6 and 3.8 respectively) 	<p>We are finding increased social media accounts don't directly correlate with increased civic engagement or interaction. We are placing more focus on technologies that appear to be increasing engagement and involvement, such as Twitter. Language is also important and initial translation of some adds to increase awareness has generated significant positive response.</p>
Utilization of open data.	Increase openness of information by publishing county data (which is not private/protected) for public consumption.		<p>Growth of page views was relatively flat in 2015. A change in reporting process/tools makes it difficult to compare this data with</p>	<p>Some departments/agencies have protected information that should not be shared</p>

Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles																
		<p style="text-align: center;">Open Data - Utilization by Public</p> <table border="1"> <caption>Open Data - Utilization by Public</caption> <thead> <tr> <th>Year</th> <th>Annual Data Set Views</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>223,681</td> </tr> <tr> <td>2015</td> <td>224,887</td> </tr> </tbody> </table> <p style="text-align: center;"><i>Target = Continual Increases</i></p> <p style="text-align: center;">◆ Annual Data Set Views</p>	Year	Annual Data Set Views	2014	223,681	2015	224,887	<p>prior information. It has also caused us to look at whether page views are a valid way to measure utilization, as usage is trending towards applications (Like One Bus Away) that aren't reflected within page views.</p> <p>Initial data sets were first made available to the public in October of 2010.</p>	<p>openly with the public due to the sensitivity of the information involved.</p>										
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<p>Expand internal participation in providing open data.</p>	<p>Increase openness of information by publishing county data (that is not private/protected) for public consumption.</p>	<p style="text-align: center;">Open Data - Information Available target pending strategic direction</p> <table border="1"> <caption>Open Data - Information Available</caption> <thead> <tr> <th>Year/Quarter</th> <th>Published Data Sets</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>0</td> </tr> <tr> <td>2013</td> <td>~120</td> </tr> <tr> <td>2014</td> <td>~140</td> </tr> <tr> <td>Q1 2015</td> <td>~150</td> </tr> <tr> <td>Q2 2015</td> <td>~170</td> </tr> <tr> <td>Q3 2015</td> <td>~180</td> </tr> <tr> <td>Q4 2015</td> <td>~210</td> </tr> </tbody> </table> <p style="text-align: center;">◆ Published Data Sets</p>	Year/Quarter	Published Data Sets	2009	0	2013	~120	2014	~140	Q1 2015	~150	Q2 2015	~170	Q3 2015	~180	Q4 2015	~210	<p> There are currently over 200 data sets posted for public use on King County's open data website. This number includes charts, applications, calendars and forms. A change in reporting process/tools also makes these numbers difficult to compare to prior data, though we are able to see more historical information than with utilization which isn't retained as long. Initial data sets were first made available to the public in October of 2010.</p>	<p>Some departments/ agencies have protected information that cannot be shared openly with the public due to the sensitivity of the information involved.</p>
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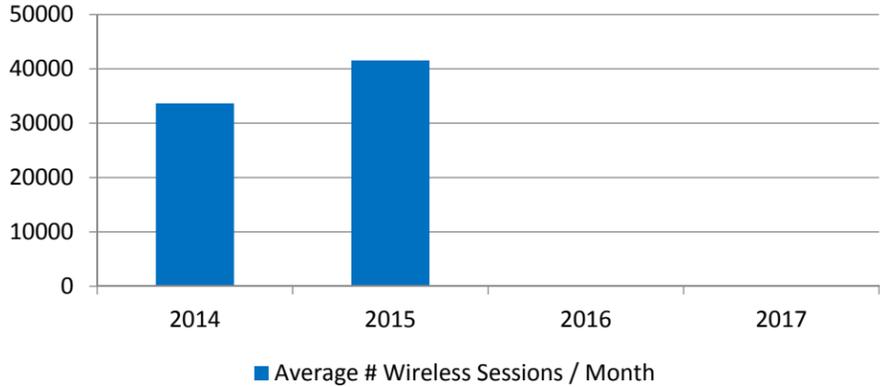
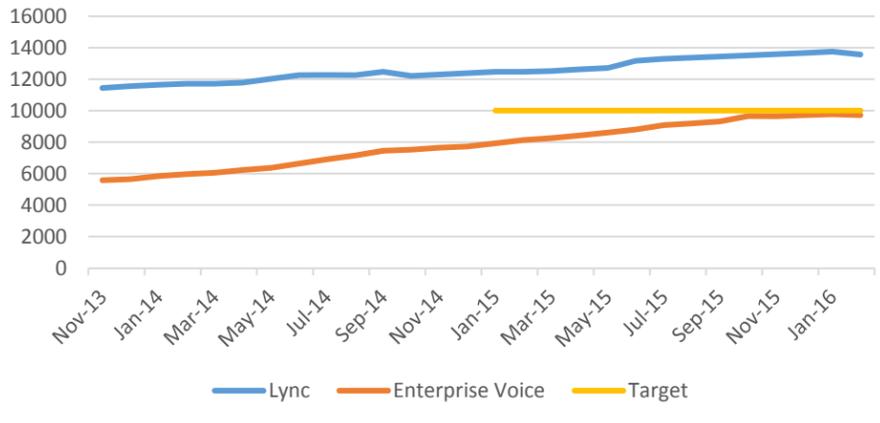


Technology Objective: MOBILITY

Free employees and citizens to interact and transact business when and where most appropriate and convenient.

- Increased business and IT productivity
- Re-designed business processes geared towards customer service and overall efficiency
- Reduced costs related to staff moves
- More collaborative, open, dynamic office space and working environments

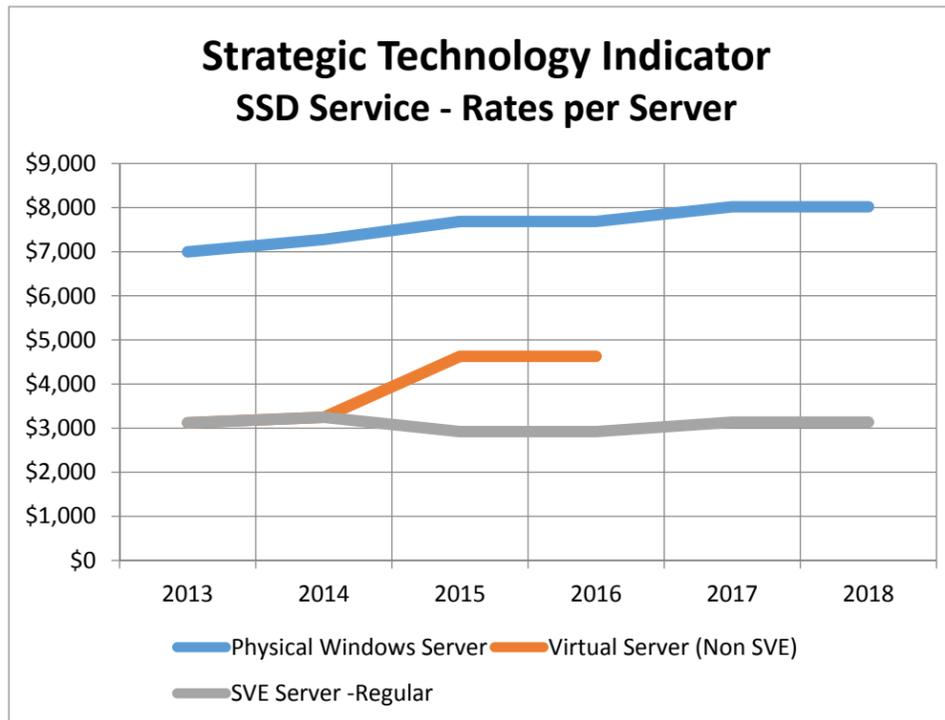
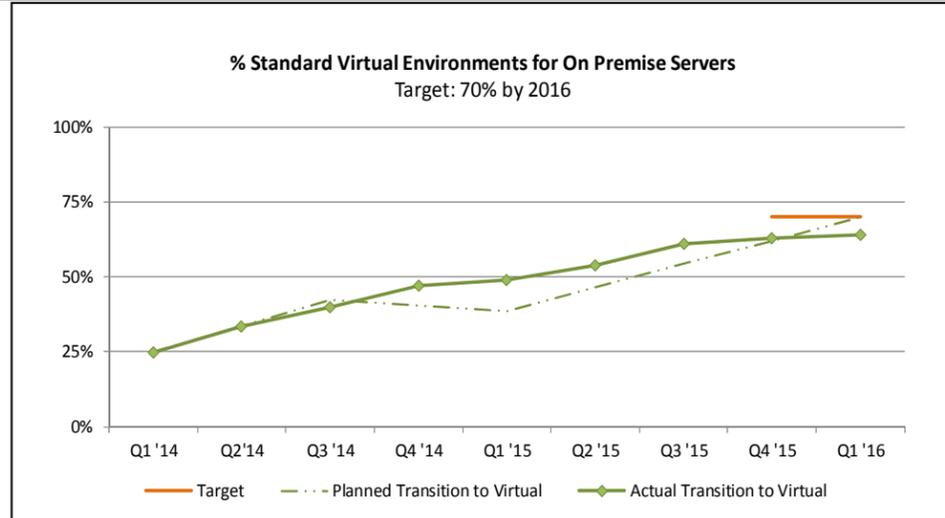
Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles																												
<p>Percent of mobile devices under active management.</p>	<p>Information Assurance – Ensure protected information is not at risk due to increased use of mobile end-point devices.</p>	<p style="text-align: center;">Safeguarding King County's Network - Ensuring Devices Accessing the Network are Managed Appropriately <small>target: 100% Managed Devices by December 2015</small></p> <table border="1"> <caption>Percentage of All Devices Currently Managed</caption> <thead> <tr> <th>Month</th> <th>% of All Devices Currently Managed</th> </tr> </thead> <tbody> <tr><td>Jan-15</td><td>22%</td></tr> <tr><td>Feb-15</td><td>24%</td></tr> <tr><td>Mar-15</td><td>29%</td></tr> <tr><td>Apr-15</td><td>37%</td></tr> <tr><td>May-15</td><td>45%</td></tr> <tr><td>Jun-15</td><td>53%</td></tr> <tr><td>Jul-15</td><td>64%</td></tr> <tr><td>Aug-15</td><td>73%</td></tr> <tr><td>Sep-15</td><td>68%</td></tr> <tr><td>Oct-15</td><td>85%</td></tr> <tr><td>Nov-15</td><td>87%</td></tr> <tr><td>Dec-15</td><td>94%</td></tr> <tr><td>Jan-16</td><td>91%</td></tr> </tbody> </table>	Month	% of All Devices Currently Managed	Jan-15	22%	Feb-15	24%	Mar-15	29%	Apr-15	37%	May-15	45%	Jun-15	53%	Jul-15	64%	Aug-15	73%	Sep-15	68%	Oct-15	85%	Nov-15	87%	Dec-15	94%	Jan-16	91%	<p>  A Mobile Device Management (MDM) system was piloted and implemented in late 2014. Options for implementation were based upon policy decisions involving business leaders focused on enabling their staff to be productive with mobile and personal devices, balanced between protecting sensitive data and complying with public disclosure and other transparency needs. Based on pilot results, the full program was rolled out countywide in early 2015.</p> <p>Measurement was performed on all county owned devices. Significant progress has been made through 2015, with 91 percent of devices managed in January 2016, this includes all county owned devices except for those in agencies who were granted exceptions - Council and PAO.</p> <p>Personally owned devices are no longer granted access unless they fully comply with our mobile device management policy and supporting systems – which means they are now 100 percent compliant!</p>	<p>If King County data resides on a device, then device management is needed to protect the data. If no data makes it to a device (as is the case with some applications like OWA - the Internet accessible version of the Outlook email application, browser based apps, and O365 SharePoint), then device management may not be needed.</p> <p>Many employees are reluctant to have their personal devices subject to King County policy. In those cases, employees can elect not to register their device. This choice will limit the type of access to information they are allowed which includes only use those tools which do-not place data onto their devices, such as OWA as mentioned above.</p>
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<p>Increasing wireless usage.</p>	<p>Wireless – allow untethered movement within and between work-sites, improving productivity and collaboration while reducing office move costs.</p>	<p style="text-align: center;">Average # Wireless Sessions/Month Objective: Continual Increase</p>  <table border="1"> <caption>Average # Wireless Sessions / Month</caption> <thead> <tr> <th>Year</th> <th>Average # Wireless Sessions / Month</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>~34,000</td> </tr> <tr> <td>2015</td> <td>~42,000</td> </tr> </tbody> </table>	Year	Average # Wireless Sessions / Month	2014	~34,000	2015	~42,000	<p> The average number of wireless sessions per month continues to increase steadily despite the lack of expansion to additional locations. When this happens, we expect to see volume jump as new sites are introduced with the wireless expansion project.</p> <p>In anticipation of increasing needs around employee mobility, standard equipment for all staff has been updated from a desktop to a laptop. This will provide the same capabilities, while empowering mobility and enabling the future elimination of re-wiring in buildings once all devices can operate over secure wireless connections</p>	<p>The wireless expansion upgrade project was approved for the 2015 budget. After fully designing the solution needed to extend wireless to all buildings, a significant increase in cost was identified. Prior to proceeding, options are being explored and discussed on how to best move forward.</p>																																																						
Year	Average # Wireless Sessions / Month																																																															
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<p>Number of employees with UC capabilities.</p>	<p>Unified Communications (UC) – Extend UC capabilities to all King County staff to increase and improve communication channels and tools available to them.</p>	<p style="text-align: center;">King County Lync and Enterprise Voice Users</p>  <table border="1"> <caption>King County Lync and Enterprise Voice Users</caption> <thead> <tr> <th>Date</th> <th>Lync</th> <th>Enterprise Voice</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Nov-13</td> <td>~11,500</td> <td>~5,500</td> <td>~10,000</td> </tr> <tr> <td>Jan-14</td> <td>~11,800</td> <td>~6,000</td> <td>~10,000</td> </tr> <tr> <td>Mar-14</td> <td>~12,000</td> <td>~6,500</td> <td>~10,000</td> </tr> <tr> <td>May-14</td> <td>~12,200</td> <td>~7,000</td> <td>~10,000</td> </tr> <tr> <td>Jul-14</td> <td>~12,500</td> <td>~7,500</td> <td>~10,000</td> </tr> <tr> <td>Sep-14</td> <td>~12,800</td> <td>~8,000</td> <td>~10,000</td> </tr> <tr> <td>Nov-14</td> <td>~13,000</td> <td>~8,500</td> <td>~10,000</td> </tr> <tr> <td>Jan-15</td> <td>~13,200</td> <td>~9,000</td> <td>~10,000</td> </tr> <tr> <td>Mar-15</td> <td>~13,500</td> <td>~9,500</td> <td>~10,000</td> </tr> <tr> <td>May-15</td> <td>~13,800</td> <td>~10,000</td> <td>~10,000</td> </tr> <tr> <td>Jul-15</td> <td>~14,000</td> <td>~10,500</td> <td>~10,000</td> </tr> <tr> <td>Sep-15</td> <td>~14,200</td> <td>~11,000</td> <td>~10,000</td> </tr> <tr> <td>Nov-15</td> <td>~14,500</td> <td>~11,500</td> <td>~10,000</td> </tr> <tr> <td>Jan-16</td> <td>~14,800</td> <td>~12,000</td> <td>~10,000</td> </tr> </tbody> </table>	Date	Lync	Enterprise Voice	Target	Nov-13	~11,500	~5,500	~10,000	Jan-14	~11,800	~6,000	~10,000	Mar-14	~12,000	~6,500	~10,000	May-14	~12,200	~7,000	~10,000	Jul-14	~12,500	~7,500	~10,000	Sep-14	~12,800	~8,000	~10,000	Nov-14	~13,000	~8,500	~10,000	Jan-15	~13,200	~9,000	~10,000	Mar-15	~13,500	~9,500	~10,000	May-15	~13,800	~10,000	~10,000	Jul-15	~14,000	~10,500	~10,000	Sep-15	~14,200	~11,000	~10,000	Nov-15	~14,500	~11,500	~10,000	Jan-16	~14,800	~12,000	~10,000	<p> The roll-out of unified communications (UC) is now complete and has extended to all staff where appropriate for both Skype for Business (formerly called Lync) and Enterprise voice.</p> <p>Some clean-up efforts continue to decommission older telephony equipment to save additional costs.</p>	
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<p>Percent county owned devices that conform to Workstation Service standards / built with standard image</p>	<p>End-point standardization: Primary device – Keep employees more productive by reducing end-point device failure and maintenance.</p>	<p>% County Owned Devices that Conform to Standards</p> <table border="1"> <caption>% CSS Hardware Standardized</caption> <thead> <tr> <th>Quarter</th> <th>% CSS Hardware Standardized</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q4 '13</td> <td>25%</td> <td>90%</td> </tr> <tr> <td>Q1 '14</td> <td>38%</td> <td>90%</td> </tr> <tr> <td>Q2 '14</td> <td>50%</td> <td>90%</td> </tr> <tr> <td>Q3 '14</td> <td>58%</td> <td>90%</td> </tr> <tr> <td>Q4 '14</td> <td>65%</td> <td>90%</td> </tr> <tr> <td>Q1 '15</td> <td>75%</td> <td>90%</td> </tr> <tr> <td>Q2 '15</td> <td>80%</td> <td>90%</td> </tr> <tr> <td>Q3 '15</td> <td>83%</td> <td>90%</td> </tr> <tr> <td>Q4 '15</td> <td>85%</td> <td>90%</td> </tr> <tr> <td>Q1 '16</td> <td>87%</td> <td>90%</td> </tr> </tbody> </table>	Quarter	% CSS Hardware Standardized	Target	Q4 '13	25%	90%	Q1 '14	38%	90%	Q2 '14	50%	90%	Q3 '14	58%	90%	Q4 '14	65%	90%	Q1 '15	75%	90%	Q2 '15	80%	90%	Q3 '15	83%	90%	Q4 '15	85%	90%	Q1 '16	87%	90%	<p> We continue to progress in increasing the standardization of our end-point devices. Currently 87 percent have been standardized. When we complete our migration towards leased (rather than purchased) devices which are on a 4 year replacement cycle in 2016, we should be at or above the targeted 90 percent.</p>	<p>The speed at which this can occur is limited by the current equipment already deployed. For This reason, attainment of this goal is timed to coincide with the equipment replacement schedule which is targeted to replace all equipment every four years.</p>		
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<p>Percent IT applications delivered through a browser or mobile interface.</p>	<p>Browser/Mobile interface – Applications that run in a browser can be accessed by any device capable of running a browser, and typically are easily accessible via the Internet. Mobility interfaces (for smaller screen size) are also easily available through modern application technologies.</p>	<p>Strategic Technology Indicator Applications by Interface Type</p> <table border="1"> <caption>Applications by Interface Type</caption> <thead> <tr> <th>Year/Quarter</th> <th>Client</th> <th>Desktop</th> <th>Browser</th> <th>Mobile</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>~20</td> <td>~30</td> <td>~50</td> <td>0</td> </tr> <tr> <td>2014</td> <td>~40</td> <td>~80</td> <td>~100</td> <td>0</td> </tr> <tr> <td>Q1 2015</td> <td>~80</td> <td>~300</td> <td>~250</td> <td>~10</td> </tr> <tr> <td>Q2 2015</td> <td>~90</td> <td>~260</td> <td>~280</td> <td>~10</td> </tr> <tr> <td>Q3 2015</td> <td>~80</td> <td>~210</td> <td>~300</td> <td>~10</td> </tr> <tr> <td>Q4 2015</td> <td>~80</td> <td>~190</td> <td>~260</td> <td>~10</td> </tr> </tbody> </table>	Year/Quarter	Client	Desktop	Browser	Mobile	2013	~20	~30	~50	0	2014	~40	~80	~100	0	Q1 2015	~80	~300	~250	~10	Q2 2015	~90	~260	~280	~10	Q3 2015	~80	~210	~300	~10	Q4 2015	~80	~190	~260	~10	<p> We have made significant progress in updating our application inventory to contain current and actionable information. The overall number of applications has changed as we have improved our processes around maintaining the application portfolio and clarifying the definition of an application.</p> <p>We have started to increase the number of mobile applications - from 1 in 2014 to 8 at the end of 2015 – as we see demand for these types of services beginning to be recognized and valued by our customers. In addition, over half of our applications have a browser or mobile interface making them mobile and available from many locations.</p> <p>An application rationalization strategy is currently being developed as an enterprise architecture initiative to provide guidance for how existing legacy applications will be modernized. A future state application architecture will help developed to best determine when to create mobile and browser based interfaces as applications are rationalized.</p>	<p>An application modernization plan is needed for each system in order to better project future compliance. A modernization plan will take significant effort to create.</p> <p>A 2015/16 proposed project for application modernization was not approved. The Business Solutions Service within KCIT is now addressing application rationalization as part of its on-going practices.</p>
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Percent of overall computing that occurs on the cloud (either internal – SVE, or external – VPC).

Cloud Computing – Executing applications in the cloud means they can be accessible by any device at any time from any location that can access the Internet.



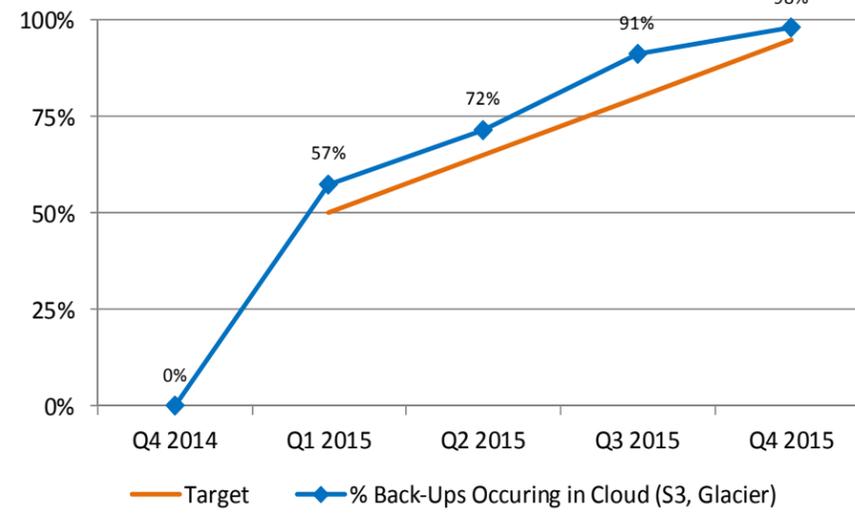
Moving a significant amount of the County’s applications from physical servers to virtual servers in our Server Virtual Environment (SVE) has already enabled KCIT to provide a significant price reduction for the compute portion of an application’s costs. 2017/18 rates have been determined and show this trend has stabilized but continues to provide significant cost incentive to move from physical to virtual computing. Going forward, we anticipate some of our compute will be moving off of our SVE and onto our virtual private cloud – Amazon Web Services (AWS) over the next several years as we rationalize our applications to take advantage of this opportunity when it makes sense based on the applications needs (such as rapid scaling up or down to meet user volumes). The rates also indicate non-standard virtual servers are no longer offered and existing instances are being migrated off of this platform over time when appropriate.

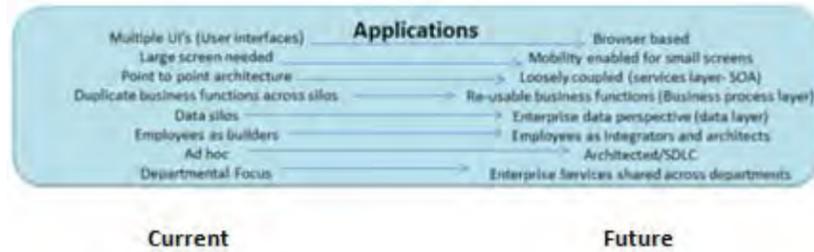
In addition to compute, we have seen significant value from storing data on our virtual private cloud. It is more available and fault tolerant there in addition to costing much less – 2017-18 rates show an 11 percent reduction over 2016 rates!

How quickly we are able to rationalize our application portfolio with determine how quickly we are able to utilize our virtual private cloud for computing resources.

There is also resistance from current users to moving off of 'other virtual' platforms and onto the SVE (Server Virtual Environment) or VPC.

% KCIT's Back-Ups Occurring in the Cloud





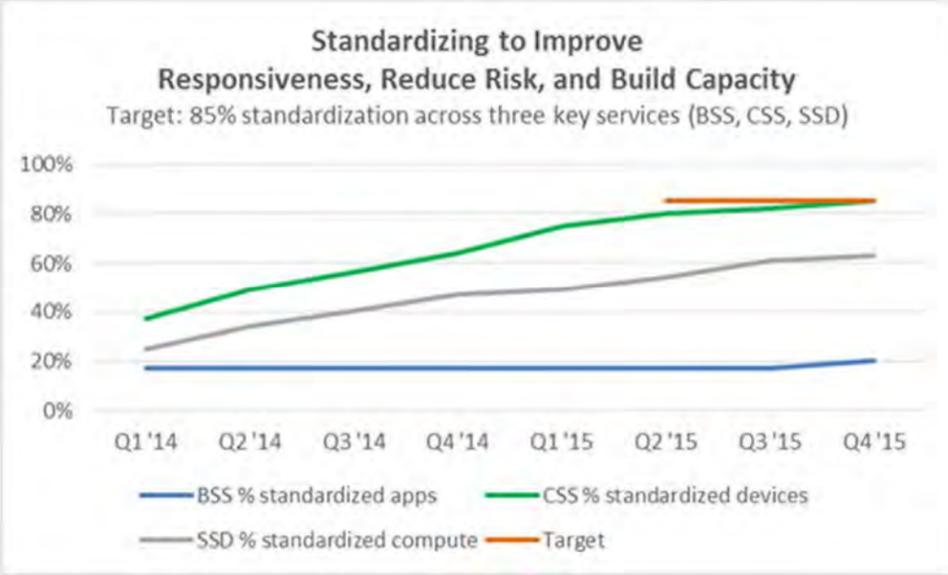
Technology Objective: Technology Modernization – Applications

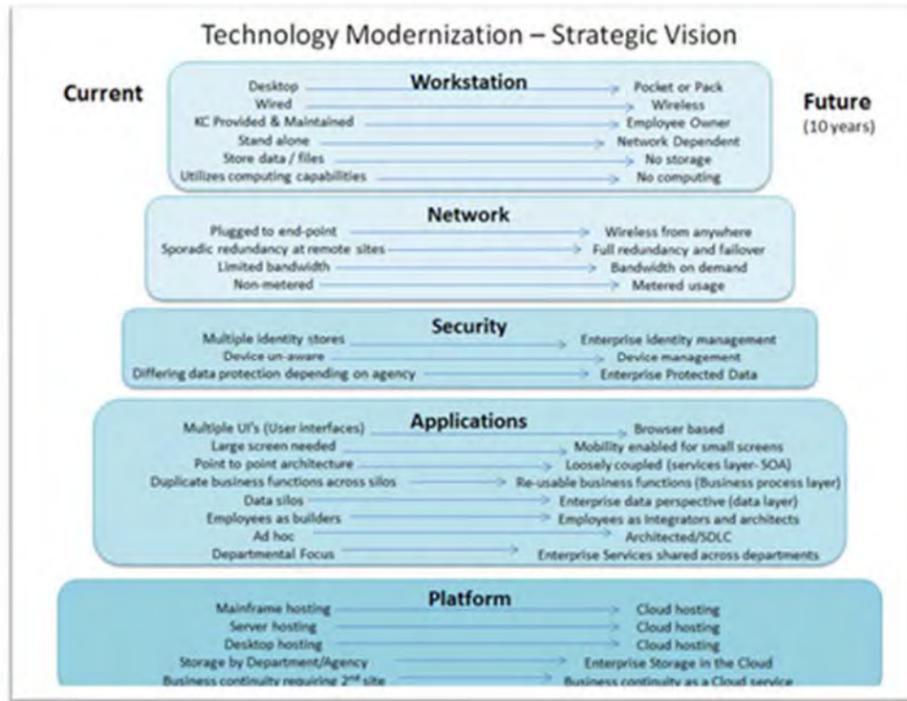
Enable business solutions that are flexible, timely, and dependable by pro-actively evolving modern application technologies and processes.

- Speed to implement business process changes is faster
- Total Cost of Ownership (TCO) for computing is reduced through efficiencies, standardization, re-use and the ability to meter and rapidly scale resources up or down as needed
- Increased service quality due to increased standardization and reduced downtime
- Reduced risk due to increased redundancy, geographic diversity, and commoditized, on-demand scaling of needed assets

Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles
<p>Percent of applications having identified appropriate data sensitivity classifications.</p>	<p>Information Assurance – Utilize a security scorecard to identify and track progress in improving our security posture for the most critical and vulnerable components of our systems platforms.</p>	<p style="text-align: center;">Data Sensitivity - Applications w/in King County data available on 150 applications</p>	<p>  In 2014, updated data classification standards were approved and aligned with Washington state standards and will be used in determining which applications move to which hosting platforms (cloud) – based on their compliance with data sensitivity needs. The standard classifications are: Public, Sensitive, Confidential, and Confidential requiring special handling.</p> <p>In 2015, we began to update our portfolio with this additional sensitivity information. To date, 150 applications have been updated with over half containing information that should not be made available to the general public.</p> <p>We still track applications containing the following data:</p> <ul style="list-style-type: none"> • Payment Card Industry (PCI) • Personally Identifiable Information (PII) • Criminal Justice Information Systems (CJIS) • Health Insurance Portability and Accountability Act (HIPAA) • Other confidential data 	<p>We are looking to make portfolio updates a standard part of our change management process in order to ensure a more accurate and current portfolio</p>

Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles
Application counts by type	Platform steering – Encourage system solutions to use the lowest cost/highest functionality platform, reducing TCO while maintaining service standards and needed business functionality.	<p style="text-align: center;">Strategic Technology Indicator Applications by Type</p> <p style="text-align: center;"><i>Target = Increase SaaS and Decrease In-house</i></p> <p style="text-align: center;">— COTS — In-house — SaaS</p>	<p> An updated definition for applications has been created and implemented in order to accurately track applications in our portfolio. Based on updates to our portfolio, we have seen minor increases in COTS and SAAS applications with reductions in in-house applications in alignment with our strategic direction.</p> <p>As our rationalization approach is adopted across our application services, we should see increased movement in this direction.</p>	Need to establish an application rationalization program is needed.
Percent of county departments and agencies converting intranet sites to O365.	PAAS - Office 365 – Migrate to an office productivity platform and tools to improve the general office productivity business functions surrounding communications and document creation.	<p style="text-align: center;">King County Intranet Deployment Using Office 365</p> <p style="text-align: center;">Initial intranet Sites in scope Sites launched</p>	<p> This metric was changed in 2015 to better reflect platform activity for O365 during the strategic plan reporting period. KCIT's O365 focus has been centered on SharePoint and migration to its government cloud platform which KC has helped Microsoft to evolve in support of HIPAA and CJIS requirements. By focusing on this area, we are able to generate more value for our customers by re-establishing the County's intranet - a critical tool for employee engagement and empowerment. The chart to the left shows the County's results towards launching departments and agencies on the new intranet platform. An additional benefit from this migration has been the implementation of single-sign on for King County's SharePoint environment.</p>	Some Agencies and departments opted out of the project deliverables and were provided access to the information needed to self-migrate should they so choose in the future.
SOA service utilization rate.	SOA (Service Oriented Architecture) – The main benefit of SOA is to allow simultaneous use and easy mutual data exchange between programs of different vendors without additional programming or making changes to the services. These services are also reusable, resulting in lower		<p> We currently have not created the SOA design for our desired modern applications. Until a design is created, we will refrain from determining how success will be measured. In general, this indicator should help to understand how quickly our application portfolio is being modernized.</p>	SOA is a key component of application rationalization. A high level strategy for application modernization is needed prior to implementing an enterprise SOA design to be used by future modern

Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles																																													
	development and maintenance costs and providing more value once the service is developed and tested. Having reusable services readily available also results in quicker time to market.			applications.																																													
Percent applications utilizing standard components.	Application architecture- A common application architecture increases system supportability and flexibility while reducing time to implement and fix.	 <p>Standardizing to Improve Responsiveness, Reduce Risk, and Build Capacity Target: 85% standardization across three key services (BSS, CSS, SSD)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>BSS % standardized apps</th> <th>CSS % standardized devices</th> <th>SSD % standardized compute</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 '14</td> <td>~18%</td> <td>~38%</td> <td>~25%</td> <td>85%</td> </tr> <tr> <td>Q2 '14</td> <td>~18%</td> <td>~50%</td> <td>~35%</td> <td>85%</td> </tr> <tr> <td>Q3 '14</td> <td>~18%</td> <td>~58%</td> <td>~45%</td> <td>85%</td> </tr> <tr> <td>Q4 '14</td> <td>~18%</td> <td>~68%</td> <td>~50%</td> <td>85%</td> </tr> <tr> <td>Q1 '15</td> <td>~18%</td> <td>~75%</td> <td>~55%</td> <td>85%</td> </tr> <tr> <td>Q2 '15</td> <td>~18%</td> <td>~80%</td> <td>~60%</td> <td>85%</td> </tr> <tr> <td>Q3 '15</td> <td>~18%</td> <td>~82%</td> <td>~65%</td> <td>85%</td> </tr> <tr> <td>Q4 '15</td> <td>~18%</td> <td>~83%</td> <td>~68%</td> <td>85%</td> </tr> </tbody> </table>	Quarter	BSS % standardized apps	CSS % standardized devices	SSD % standardized compute	Target	Q1 '14	~18%	~38%	~25%	85%	Q2 '14	~18%	~50%	~35%	85%	Q3 '14	~18%	~58%	~45%	85%	Q4 '14	~18%	~68%	~50%	85%	Q1 '15	~18%	~75%	~55%	85%	Q2 '15	~18%	~80%	~60%	85%	Q3 '15	~18%	~82%	~65%	85%	Q4 '15	~18%	~83%	~68%	85%	<p> Applications currently utilizing standard languages and data bases were 20 percent at the end of 2015. This is a slight increase over prior quarters and is indicative of new design review processes are starting to have an impact. However, our portfolio tracking for this component is still maturing and there are a significant number of applications that don't yet have this tracked in our portfolio. We expect turning our focus to application rationalization as part of our on-going approach is starting to improve not just the portfolio but the increased usage of standard components within our applications.</p> <p>As expected, end-point devices have been the quickest component of a system to standardize, followed by our computing infrastructure. Because applications depend on both of these, they have been slowest to standardize but will attain our increased focus going forward.</p>	<p>There are currently 56 different versions of application languages our production environment. There are also 26 versions of multiple types of data bases.</p> <p>Of these, eight languages/versions and four data base are considered modern and define the standard that should be migrated to.</p>
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Percent of applications conforming to application data standards.	Data architecture – Consistent usage and sharing of data improves quality, re-use, and protection while reducing cost and errors.		<p> How this indicator is measured will depend on the tools/information available once we have identified our data standards. Significant progress in this area occurred in the second half of 2015 with the hiring of an enterprise data architect who has subsequently created a draft data management strategy that addresses our approach to creating data standards.</p>	<p>Now that an Enterprise Data architect has been hired, we need to re-focus significant application staff into solution architect roles to focus on data design, modeling, and standards</p>																																													



Technology Objective: Technology Modernization – Infrastructure

Empower flexible system solutions by providing current technology platforms, components and frameworks on which applications can operate and continuously improve.

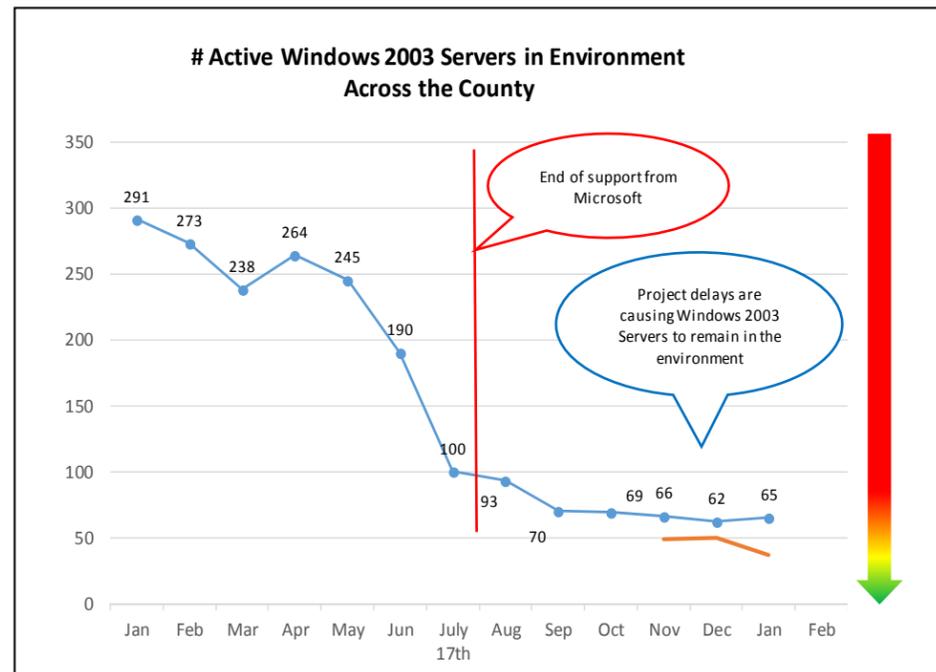
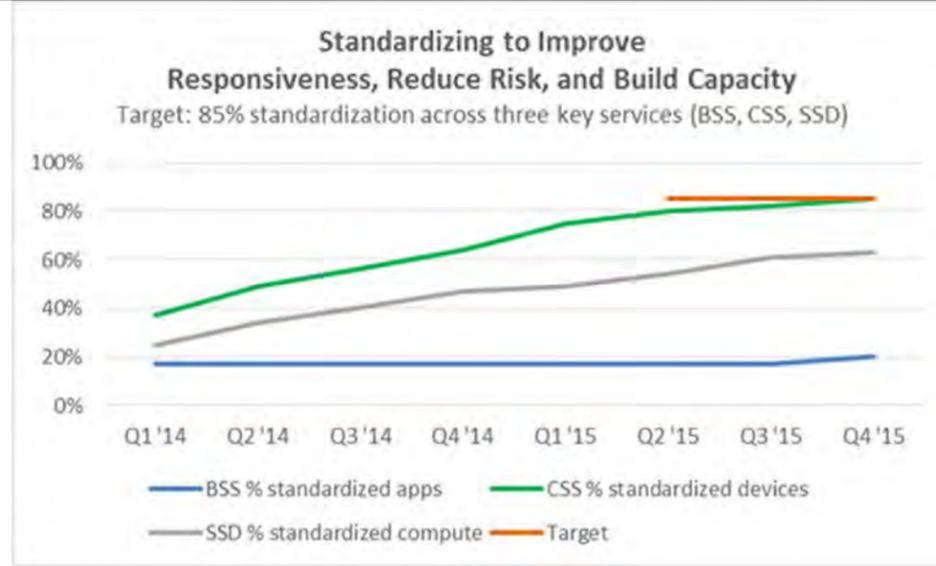
- Speed to implement business process changes is faster
- Total Cost of Ownership (TCO) for computing is reduced through efficiencies, standardization, re-use and the ability to meter and rapidly scale resources up or down as needed
- Increased service quality due to increased standardization and reduced downtime
- Reduced risk due to increased redundancy, geographic diversity, and commoditized, on-demand scaling of needed assets

Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles
<p>Security operational scorecard shows continuous improvement over time.</p>	<p>Information Assurance – Utilize a security scorecard to identify and track progress in improving our security posture for the most critical and vulnerable components of our systems platforms.</p>	<p>King County's Monthly Security Score - Past Two Years Target: above 9.0 and continually improving</p> <p>Updated scoring approach - Inventory Accuracy and Mobile Device Management are now being tracked</p> <p>Mobile Device Management removed from score beginning Jan '16</p>	<p>This metric increased its target in 2015 from a composite score of 8 to 9 based on a full year of meeting the target and wanting to increase our overall drive for improvements. In addition to changing the target, additional scope was added to the scorecard for new challenges in the areas of inventory and mobile device management in an attempt to increase the focus in those areas that need it.</p> <p>By the end of 2015, we are now able to remove MDM from the scorecard as we have essentially attained desired device compliance in this area for both county owned and personally owned devices. This IT approach of utilizing stretch goals will continue to cause us to look for ways to improve and not become complacent.</p>	<p>Continue to update the areas covered by the scorecard to retain focus on new and most significant security risks across our information technology environment.</p>

<p>Percent of worksites with wireless access</p>	<p>Network – Provide a robust, redundant, wireless network as a key foundational base to all future system solutions.</p> <p><i>Ensure proactive upgrades maintain the network’s currency as all other services will increasingly depend more heavily on network capabilities in the future.</i></p>	<p style="text-align: center;">Increasing Mobile Access to Services for Citizens and Employees Target: 95% by 2018 (for both measurements)</p> <table border="1"> <caption>Increasing Mobile Access to Services for Citizens and Employees</caption> <thead> <tr> <th>Year</th> <th>% Sites w/ Wireless</th> <th>% Sites w/ Adequate Capacity</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>~25%</td> <td>~15%</td> </tr> <tr> <td>2013</td> <td>~28%</td> <td>~18%</td> </tr> <tr> <td>2014</td> <td>~28%</td> <td>~18%</td> </tr> <tr> <td>2015</td> <td>~35%</td> <td>~25%</td> </tr> </tbody> </table>	Year	% Sites w/ Wireless	% Sites w/ Adequate Capacity	2012	~25%	~15%	2013	~28%	~18%	2014	~28%	~18%	2015	~35%	~25%	<p> Minor progress has continued as identified on the chart and in anticipation of the wireless expansion upgrade project – which should have a significant impact as it is rolled out over the next few years.</p>	<p>The design phase of the wireless expansion project identified significant cost increases over initial funding requests and is working with sponsorship to determine appropriate approach forward given increased costs.</p>
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<p>Application counts by hosting platform (Mainframe, server, SVE, VPC, public cloud)</p>	<p>Cloud platforms – Utilize a suite of cloud platforms (hybrid community/public/private environments) to drive customer behavior to the most cost effective environment.</p>	<p style="text-align: center;">Application Counts by Hosting Platform December 2015</p> <table border="1"> <caption>Application Counts by Hosting Platform - December 2015</caption> <thead> <tr> <th>Platform</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Physical Server</td> <td>~15%</td> </tr> <tr> <td>Standard Virtual Environment (SVE)</td> <td>~25%</td> </tr> <tr> <td>VMWare</td> <td>~10%</td> </tr> <tr> <td>Other</td> <td>~50%</td> </tr> </tbody> </table>	Platform	Percentage	Physical Server	~15%	Standard Virtual Environment (SVE)	~25%	VMWare	~10%	Other	~50%	<p> With our application portfolio improvements, we are now able to present the breakdown of where applications reside within our hybrid cloud environment. The most significant migration in 2015 was to re-deploy all remain applications hosted on our mainframe to a new platform within the standard virtual environment, enabling us to turn off and decommission the costly mainframe platform.</p> <p>Going forward, we expect application rationalization will migrate applications away from physical servers and VMware towards SVE and AWS.</p>	<p>Operationalizing the need for application rationalization will take understanding and support from our many application customers.</p>					
Platform	Percentage																		
Physical Server	~15%																		
Standard Virtual Environment (SVE)	~25%																		
VMWare	~10%																		
Other	~50%																		

Percent of county owned servers running current preferred OS standard.

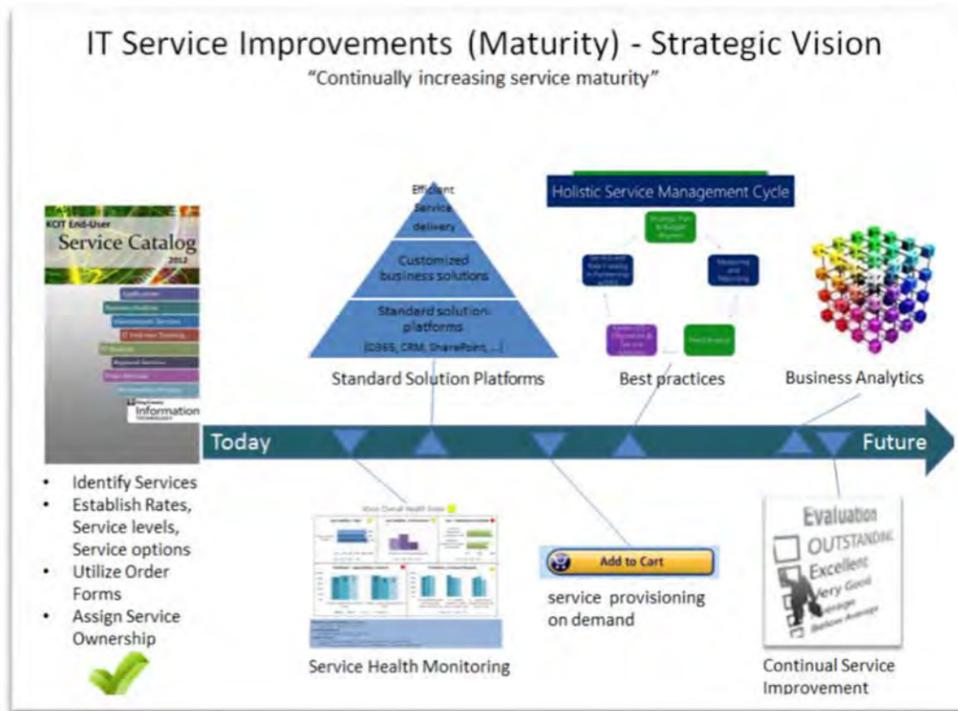
Standard Operating System – Standardize on Windows as the operating system (OS) for county owned devices, leading to improved systems integration and enabled functionality.



 We continue to migrate servers off of physical and non-standard virtual servers and towards SaaS, SVE and eventually AWS which are standard. There has been a focused effort to fully eliminate servers that continue to run on the Windows 2003 platform due to security risks related to its obsolescence and lack of vendor support.

The Virtual Private Cloud (VPC) is now available, however, we need to create surrounding processes to make it easier to access in a consistent way that fosters cost effective usage.

<p>Percent data center cabinet space that is utilized by the County verses regional tenants.</p>	<p>Data Center – Minimize data center footprint through virtual/cloud hosting in order to reduce cost and enable increased regional partnerships through co-location.</p>	<p>King County Data Center - Physical Space Usage Objective: Decrease King County's Usage/Increase External Customer Usage</p> <table border="1"> <caption>King County Data Center - Physical Space Usage</caption> <thead> <tr> <th>Year</th> <th>King County (%)</th> <th>External Customers (%)</th> <th>Available Space (%)</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>65</td> <td>5</td> <td>30</td> </tr> <tr> <td>2015</td> <td>60</td> <td>5</td> <td>35</td> </tr> <tr> <td>2016</td> <td>45</td> <td>5</td> <td>50</td> </tr> </tbody> </table>	Year	King County (%)	External Customers (%)	Available Space (%)	2014	65	5	30	2015	60	5	35	2016	45	5	50	<p> Through significant process improvement, we have been very successful at dramatically shrinking the square footage needed in the data center to effectively support King County’s overall computing needs. Major successful improvement efforts have included:</p> <ul style="list-style-type: none"> • Decommissioning the mainframe and related printer after migrating all systems to the virtual server environment. • Moving tape back-ups to the cloud, enabling the removal of large tape libraries and equipment • On-going virtualization of physical servers. • Less need for on-site office space as we perform more monitoring and maintenance activities remotely. <p>As our needed footprint has shrunk, we have attempted to re-sell available space to other organizations needing top tier data center space. Unfortunately, this strategy has not been very successful as most potential tenants are moving to commercial cloud hosting options. As a result, we have changed our strategy and are now looking at how to change our long-term lease to reduce the costs related to the un-used space while continuing to shrink our needed data center footprint.</p>	<p>Lease re-structuring.</p>
Year	King County (%)	External Customers (%)	Available Space (%)																	
2014	65	5	30																	
2015	60	5	35																	
2016	45	5	50																	
<p>Percent of systems receiving full, end-to-end monitoring.</p>	<p>Systems Management – The ability to monitor and perform preventative maintenance across entire systems (end-to-end) regardless of where they are located/operating improves the ability to maintain, repair, and improve business systems holistically.</p>	<p>Systems Monitoring - Network and Servers Objective: continually increase % of Equipment Being Monitored</p> <table border="1"> <caption>Systems Monitoring - Network and Servers</caption> <thead> <tr> <th>Year</th> <th>Network (%)</th> <th>Servers (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>85</td> <td>75</td> <td>100</td> </tr> <tr> <td>2014</td> <td>95</td> <td>75</td> <td>100</td> </tr> <tr> <td>2015</td> <td>95</td> <td>90</td> <td>100</td> </tr> </tbody> </table>	Year	Network (%)	Servers (%)	Target (%)	2013	85	75	100	2014	95	75	100	2015	95	90	100	<p> Our long-term targets for 2023 include:</p> <ul style="list-style-type: none"> • 100 percent of network elements being monitored • 100 percent of systems being monitored (not including end-points) • 100 percent of services monitored have operational response plans for major alerts <p>Network monitoring is now fully implemented and has started into the refinement process to improve the results from monitoring.</p> <p>Servers being monitored has increased to 90 percent and includes 1018 servers. A more robust monitoring tool for servers is also being used on 275 servers including some of our most critical ones. A plan to migrate all servers to this more robust tool is targeted for 2016.</p>	<p>Application monitoring is still difficult given our non-standard environment and aging application technologies.</p>
Year	Network (%)	Servers (%)	Target (%)																	
2013	85	75	100																	
2014	95	75	100																	
2015	95	90	100																	

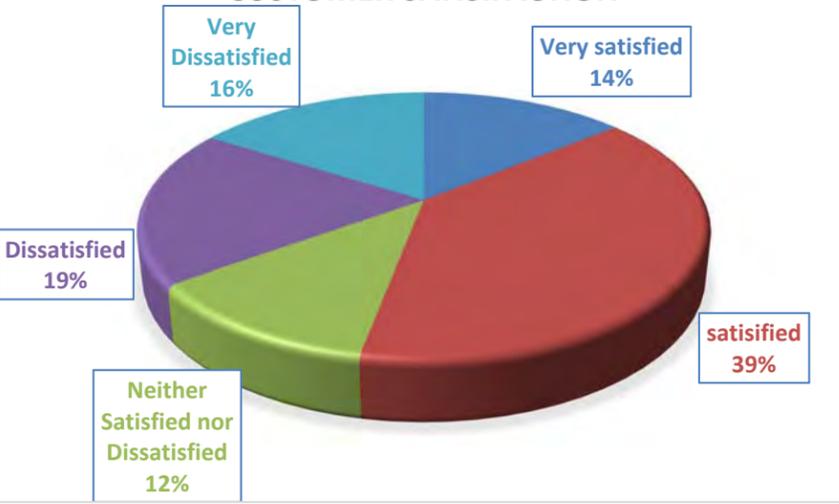


Technology Objective: IT Service Improvements (Maturity)

Increase the value to customers from IT services by maturing our service delivery processes and improving our services to better anticipate and match customer needs and expectations.

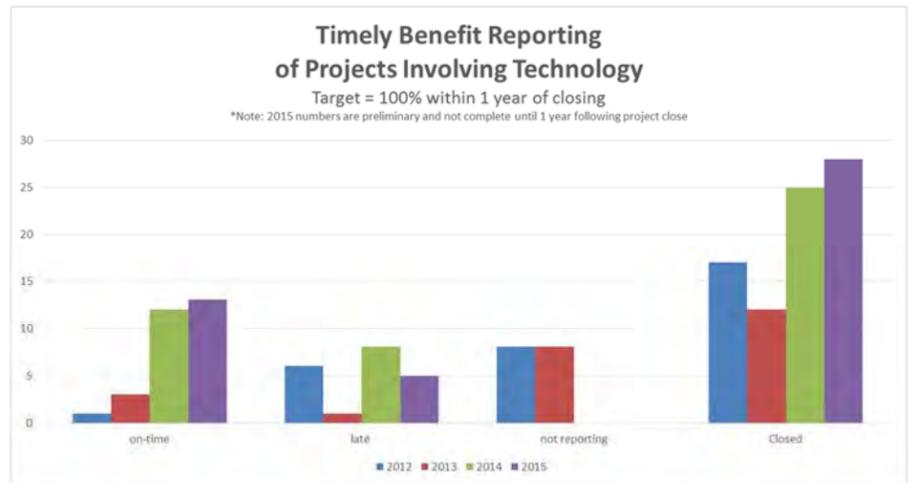
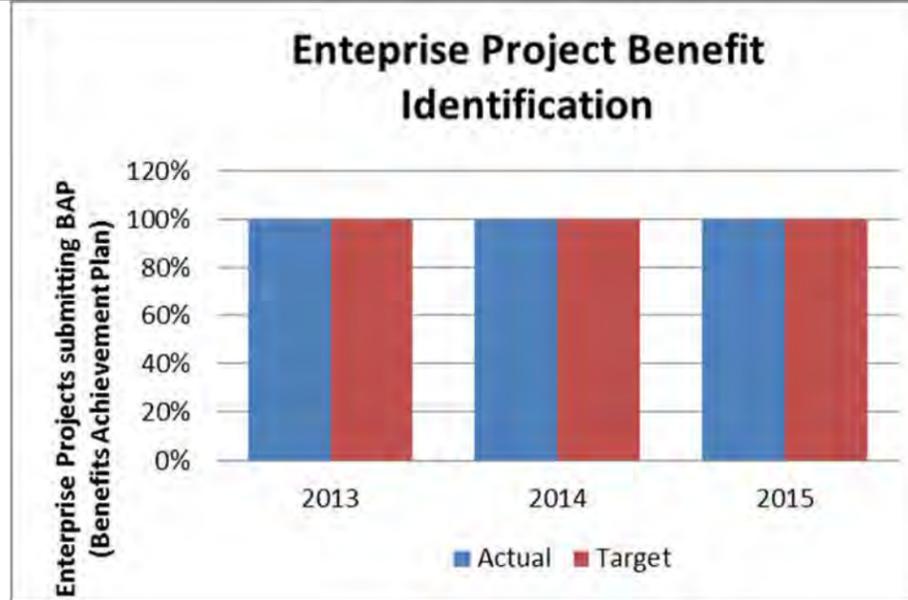
- Increased IT customer choice and greater knowledge/ transparency of IT services through improved provisioning, performance dialogues, satisfaction surveys and other practices improving customer satisfaction and engagement
- Strategic alignment of IT services with future customer needs
- Reduced cost of existing services through low cost options in comparison to industry standard offerings, continual service improvements, increased re-use and sharing of solutions, and improved integration across solutions
- Faster delivery of service fixes, changes, improvements and new service introduction through Continual Improvements (CI)

Indicators	Benefit	Chart or progress	Highlights/progress	Hurdles
Percent of IA roadmap items that are completed.	Information Assurance (IA) – Complete an information assurance service roadmap to improve overall understanding, prioritization, and results related to information assurance.		<p>Significant progress against our information assurance roadmap did not occur in 2015 due to the lack of funding for training and other planned program activities. Existing IA resources have focused on maintaining the current environment.</p>	Progress is slower than expected due to the inability to fund security projects as part of the budget process.

<p>IT customer satisfaction rating.</p>	<p>Service Catalog – A catalog ensures open and transparent communication with customers about the services provided as well as the options available to them in order to maximize value received.</p>	<p style="text-align: center;">STRATEGIC TECHNOLOGY INDICATOR CUSTOMER SATISFACTION</p>  <table border="1"> <caption>Customer Satisfaction Data</caption> <thead> <tr> <th>Satisfaction Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Dissatisfied</td> <td>16%</td> </tr> <tr> <td>Dissatisfied</td> <td>19%</td> </tr> <tr> <td>Neither Satisfied nor Dissatisfied</td> <td>12%</td> </tr> <tr> <td>Very satisfied</td> <td>14%</td> </tr> <tr> <td>Satisfied</td> <td>39%</td> </tr> </tbody> </table>	Satisfaction Level	Percentage	Very Dissatisfied	16%	Dissatisfied	19%	Neither Satisfied nor Dissatisfied	12%	Very satisfied	14%	Satisfied	39%	<p>This indicator was removed last year. The customer satisfaction score from the last survey conducted with the Business Management Council has been retained at left for your reference.</p>	<p>Significant changes in how KCIT interacts with customers are expected as we re-define our SDM role to be customer focused and strategic, removing much of their current line responsibilities. Because of these changes, we will be re-assessing how we track customer satisfaction.</p>
Satisfaction Level	Percentage															
Very Dissatisfied	16%															
Dissatisfied	19%															
Neither Satisfied nor Dissatisfied	12%															
Very satisfied	14%															
Satisfied	39%															
<p>Percent of services with defined methodology/best practice.</p>	<p>Industry best practices – Each service will adopt a methodology or industry best practice by which their service is operated in order to take advantage of the knowledge and learnings of others providing similar services.</p>	<p style="text-align: center;">Enterprise Project Benefit Identification</p>  <table border="1"> <caption>Enterprise Project Benefit Identification Data</caption> <thead> <tr> <th>Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>100</td> <td>100</td> </tr> <tr> <td>2014</td> <td>100</td> <td>100</td> </tr> <tr> <td>2015</td> <td>100</td> <td>100</td> </tr> </tbody> </table>	Year	Actual (%)	Target (%)	2013	100	100	2014	100	100	2015	100	100	<p> Most of our IT services are now following a methodology framework or best practice. Expansion and improvement of our operations methodology (utilizing ITIL) has seen significant progress on 2015 with multiple process owners identified and empowered to improve their processes utilizing in-house ITIL expertise to guide and train staff appropriately.</p>	<p>Partial implementation is the norm as full implementation will either be accomplished after fully aligning our services; or, as is the case with some of the larger methodologies like ITIL, component by component.</p>
Year	Actual (%)	Target (%)														
2013	100	100														
2014	100	100														
2015	100	100														

Percent of IT investments where KCIT is the business sponsors that accomplish a majority of expected benefits.

Benefits realization – Each investment we make in a service should identify expected and accomplished benefits in order to continually improve our planning skills, to improve the decisions made surrounding investments, and to better inform customers of the potential for beneficial impacts to their services.



We have identified 3 progressive measurements as we mature the benefits realization process.

1. Percent of Benefit Achievement Plans (BAP's) completed and submitted for active enterprise projects,
2. Enterprise projects reporting results against BAPs within one year of scope complete according to close-out report,
3. Percent of results accomplished compared to expected as reported (this measure is now reported by PSB as is required by code).

Our long-term goals for each of these areas are 100 percent, 100 percent, and 110 percent respectively. Currently, all enterprise projects have created and submitted BAPS, fully accomplishing the first metric, and consistent with last year's progress.

For the second metric, we are making progress towards submitting benefit achievement reports in a more timely and consistent way. This can be seen by the on-time component of the graph. Late and non-reporting projects are getting less frequent. For 2015, because there is a 1 year lag in how we measure this metric, 2015 numbers are preliminary until the end of 2016.

We will not report on the 3rd metric which targets achievement of planned benefits. PSB is now responsible for submitting a report on benefits achievement.

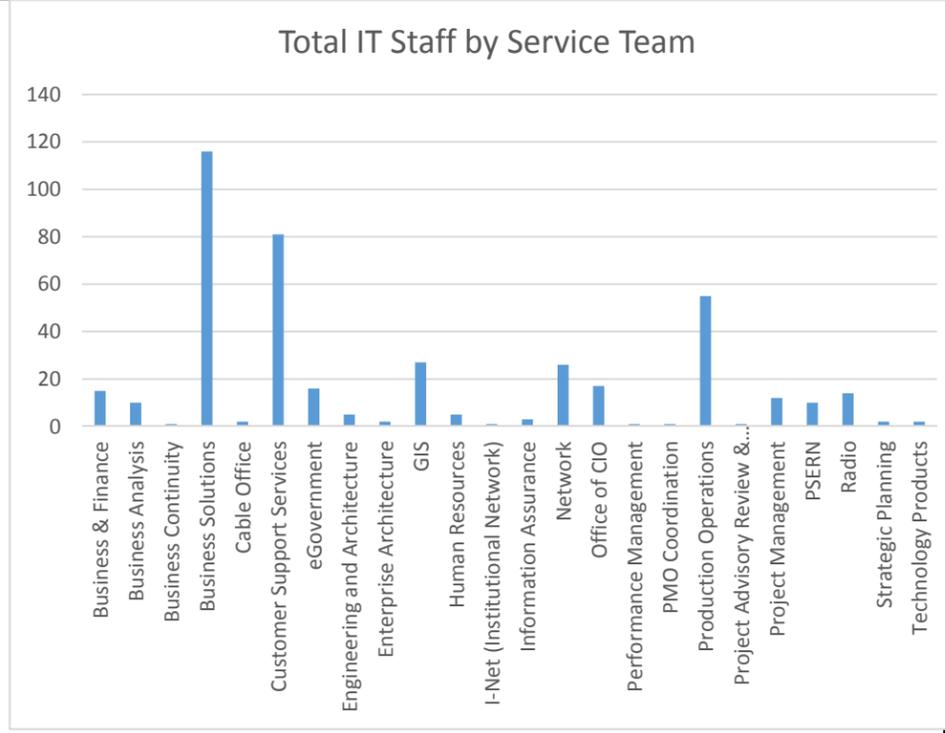
PSB is now reporting on the achievement of projects involving IT.

<p>Number of current technology roadmaps.</p>	<p>Enterprise Architecture – Utilizing enterprise architecture helps business leaders and technicians make better decisions by aligning to principles, standards, toolsets, and best practices identified within the County for multiple domain areas.</p>	<h3 style="text-align: center;">Strategic Technology Indicator Technology Roadmaps</h3> <table border="1"> <caption>Strategic Technology Indicator Data</caption> <thead> <tr> <th>Year</th> <th>Current Technology Roadmaps</th> <th>2023 Target</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>0</td> <td>8</td> </tr> <tr> <td>2013</td> <td>2</td> <td>8</td> </tr> <tr> <td>2014</td> <td>2</td> <td>8</td> </tr> <tr> <td>2015</td> <td>3</td> <td>8</td> </tr> <tr> <td>2016</td> <td>-</td> <td>8</td> </tr> <tr> <td>2017</td> <td>-</td> <td>8</td> </tr> <tr> <td>2018</td> <td>-</td> <td>8</td> </tr> </tbody> </table>	Year	Current Technology Roadmaps	2023 Target	2012	0	8	2013	2	8	2014	2	8	2015	3	8	2016	-	8	2017	-	8	2018	-	8	<p> Several new standards and a new roadmap for Unified Communications (UC) were introduced in 2015 as part of the architecture review process. New roadmaps will continue to be added in 2016 – receiving focus in the application and data area as part of application rationalization efforts and our data focused strategic objective.</p>	
Year	Current Technology Roadmaps	2023 Target																										
2012	0	8																										
2013	2	8																										
2014	2	8																										
2015	3	8																										
2016	-	8																										
2017	-	8																										
2018	-	8																										
<p>Number of IT services with service roadmaps.</p>	<p>Line of Business (LOB) Planning – Pro-actively identifying and planning for future customer needs as well as for environmental changes enables improved service delivery over time and a better TCO approach.</p>	<h3 style="text-align: center;">Realizing KCIT's Strategic Vision through Line of Business Planning</h3> <p style="text-align: center;">% Planned Line of Business (LoB) Plans Completed</p> <table border="1"> <caption>Realizing KCIT's Strategic Vision through Line of Business Planning Data</caption> <thead> <tr> <th>Year</th> <th>Total # Complete LOBs (cumulative)</th> <th># LoBs Started (not yet complete)</th> <th>Target # Completed LoBs</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>1</td> <td>0</td> <td>13</td> </tr> <tr> <td>2013</td> <td>3</td> <td>0</td> <td>13</td> </tr> <tr> <td>2014</td> <td>6</td> <td>0</td> <td>13</td> </tr> <tr> <td>2015</td> <td>10</td> <td>2</td> <td>13</td> </tr> </tbody> </table>	Year	Total # Complete LOBs (cumulative)	# LoBs Started (not yet complete)	Target # Completed LoBs	2012	1	0	13	2013	3	0	13	2014	6	0	13	2015	10	2	13	<p> 2015 saw significant effort to complete line of business plans for most services. Operations completed all efforts including plans for each service. Regional services also completed their LOB plans as did the eGov service.</p> <p>The combination of PSB analysts and KCIT service delivery managers to facilitate planning worked effectively.</p> <p>All action items identified in the plans are being monitored by leadership to ensure strategic progress according to the plans.</p>	<p>There is limited organizational capacity to complete this work as we are in the process of shifting from an operational to a strategic orientation.</p>				
Year	Total # Complete LOBs (cumulative)	# LoBs Started (not yet complete)	Target # Completed LoBs																									
2012	1	0	13																									
2013	3	0	13																									
2014	6	0	13																									
2015	10	2	13																									

Ratio/mix of KCIT positions.

Employee Skill Sets – Grow staff skills to implement, support, and maintain modern technology solutions.

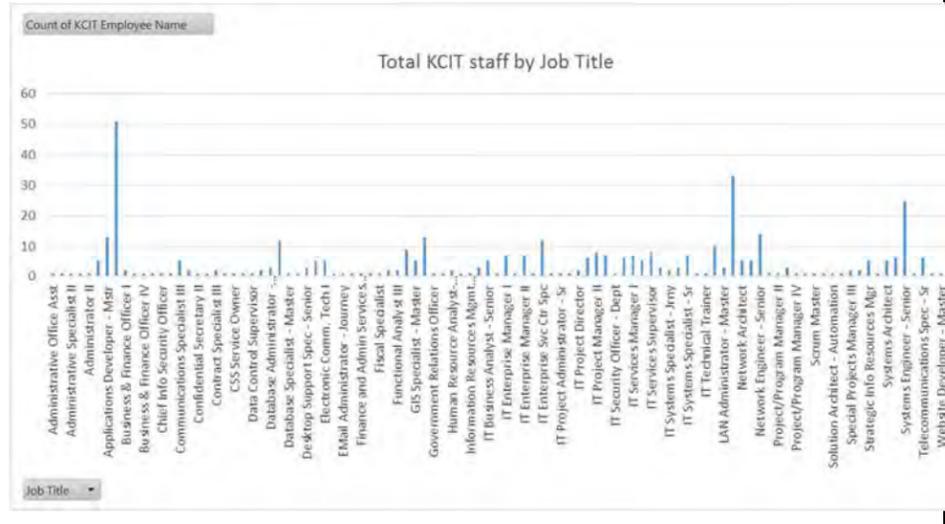
Expected future needs will shift towards increased integration (as opposed to custom built solutions) leading to increased need for architecture, analysis, business process, project management vendor management, and especially communication skill sets.



This indicator doesn't have any targets other than to initially increase the awareness for how our roles and skill sets are evolving over time.

The two charts show how our staff aligns with our services as well as how many staff are in each of the many job titles used within KCIT.

Shifting of our resources may have an impact on our labor agreements over time.



Appendix H – SWOC’s for Each Strategic Information Technology Objective

King County – Strategic Information Technology Plan 2016-18

SWOT Analysis

Citizen Engagement

Strengths	Weaknesses
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Lots of “bodies” and programs / resources are available ○ Unincorporated CSA group does a good job for these areas • Information <ul style="list-style-type: none"> ○ Really good sense of our demographics (GIS/Epi/OEM) ○ Program level knowledge about community • Technology <ul style="list-style-type: none"> ○ Not afraid to use tools: <ul style="list-style-type: none"> ▪ Mind mixer ▪ Virtual town hall ▪ CRM ▪ Social Media 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Lack of coordination, strategy, etc. that ties every department together ○ Tied to old methods (snail mail, telephone, walk-in) • Information <ul style="list-style-type: none"> ○ Need web cookies ○ Sharing of information between programs (county department protecting data and relationships) ○ Big data ○ Begin structuring data ○ Department existing websites need to streamline • Technology <ul style="list-style-type: none"> ○ Avoid using our own processes to onboard ○ Resistant to using central tools ○ Under resource roll-out and change management
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Very civically engaged community ○ People have a desire to have a broader sense of community (beyond twitter, Facebook) ○ Expect us to do a better job • Information <ul style="list-style-type: none"> ○ Share/display more information ○ Harvest existing data to better inform what and why we do it • Technology <ul style="list-style-type: none"> ○ Better leverage our current social media tools ○ Partner with external partners, cities, foundations, non-profits, city club ○ Mobile apps / mobile web 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Public is busy, tired, getting to info or resources ○ Public demands local government to be as progressive as private industry (suggestions based on browser or info searches) ○ They don’t want to pay for it • Information <ul style="list-style-type: none"> ○ Perception of “Big Brother” / government keeping or having info • Technology <ul style="list-style-type: none"> ○ Market is not sensitive to our needs (not designed to large county with disparate LOB’s)
Opportunities	Challenges

Workforce Utilization of Systems

Strengths	Weaknesses
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Great people ○ Knowledgeable people ○ Strong executive support – staff greatest resource • Information <ul style="list-style-type: none"> ○ Moving to single payroll (almost there) ○ Linking training to central workforce system of record • Technology <ul style="list-style-type: none"> ○ Enterprise tools in place (Skype for Business, 0365, SharePoint, remote access) ○ Online application process / outreach increasing (hiring) ○ 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Lack of utilization (training, understanding, support for) how to use enterprise tools ○ Relationship between business and tech roles and responsibilities often blurred ○ Succession planning ○ On-boarding / off-boarding ○ Need an attitude of grow instead of protect (staff) • Information <ul style="list-style-type: none"> ○ Do not market our tech ○ Hiring process (some people won't apply) ○ Tools/processes/approach to employee development has far to go to see meaningful development paths for employees • Technology <ul style="list-style-type: none"> ○ We still push out tools rather than integrate business process ○ On-boarding / off-boarding
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Partnering with private sector ○ Training / information sharing / knowledge transfer on emerging tools ○ Increase data analytics • Information <ul style="list-style-type: none"> ○ Training – building off current successes and expanding ○ Opportunity to support / act on survey data collected (need to get better at this) ○ Business Analysis service bringing in end user training focus • Technology <ul style="list-style-type: none"> ○ Create more training opportunities ○ Look at current employee survey. ○ Out in three months – will provide business demands 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Hire and retain ESJ workforce ○ Aging workforce ○ Classification ○ Being competitive when hiring skills sets in scarce supply ○ County's overall funding structure – needing to constantly do more w/less creates stress on staff ○ Lack of work/life balance ○ Initiative fatigue • Information <ul style="list-style-type: none"> ○ Not yet fully integrated across systems (side systems; duplicate entries) • Technology <ul style="list-style-type: none"> ○ Hard to expand/grow skill sets ○ HR's "need" to be black and with inability to support / promote deserving staff
Opportunities	Challenges

Mobility

Strengths	Weaknesses
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Bring your own device capable ○ Appetite ○ More options for mobility (Uber, bike) ○ Some funding available (transit) for service efficiency ○ Policy support – telecommuting, other • Information <ul style="list-style-type: none"> ○ Accessibility of info ○ Social media in use ○ Systems generate lots of data • Technology <ul style="list-style-type: none"> ○ Supported tools (TP, OB) road alerts, my commute, vessel tracker ○ Cleaner more effecient options 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Mode integration ○ Agency integration ○ Staffing for “service providers” (new, retiring) ○ Struggles with mega projects (e.g. ORCA 2) ○ Business cant’ bring on technical resources in data and KCIT may not be ready ○ Data not valued as an asset (whose role is this?) • Information <ul style="list-style-type: none"> ○ Accessing data and turning it into info. (real time service revision) ○ Data and sys integration between business entities ○ Data not valued as an asset (whose role is this?) • Technology <ul style="list-style-type: none"> ○ SharePoint tech support for site mgmt. workflow ○ Customer acceptance and maturity ○ Proficiency in technology within IT ○ Deveopment of mobile apps ○ TMA ○ Disabled access
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Potential State / Legislation opportunities ○ Partnerships (regional transportation, private co. like Uber) ○ Explain and understand value proposition ○ Opportunity to be proactive based on choices customers have made in past (data mining) • Information <ul style="list-style-type: none"> ○ Provide access to info (have smart phones) are they ready ○ Data analytics including user data ○ Crowd sourcing • Technology <ul style="list-style-type: none"> ○ Mobile ticketing ○ General barcoding ○ Use (understand) existing platforms (SharePoint, UC) ○ Moving to online (from in-line) 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Taxing environment ○ Staying current with customers info demands ○ Response to emergencies (preparedness) • Information <ul style="list-style-type: none"> ○ Provide meaningful data in light of “big data” ○ Make smarter strategic decisions anticipating future • Technology <ul style="list-style-type: none"> ○ Small-storms might be OK but regional disasters? ○ World innovates faster than our ability to adapt ○ Service definition (e.g. SharePoint) ○ Communication to customers with a variety of technical expertise ○ Integrate real world in training
Opportunities	Challenges

Data / Information

Strengths	Weaknesses
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Strong desire for more / better data forbid ○ Visual management direction ○ Growing need to share • Information <ul style="list-style-type: none"> ○ Lots of agency level collections ○ Existing GIS data/metadata program ○ Some siloed solutions in place ○ DPH epi program - demographics • Technology <ul style="list-style-type: none"> ○ Some strong / modern components in place ○ CRM 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Limited / difficult data driven decision-making ○ Data trust issues (difficult cross-agency sharing) ○ Reliance on many legacy business processes ○ Funding? • Information <ul style="list-style-type: none"> ○ No enterprise view of data (except GIS) ○ Lack of Metadata ○ Narrow perspective designing data collection ○ Questionable data quality ○ Lack of data governance e & access policies • Technology <ul style="list-style-type: none"> ○ No enterprise toolset available ○ Fractured approaches (all agency level) ○ Narrow perspective specifying requirements
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Beginning to understand data analytics possibilities ○ Desire for better analytics is opening the door to data integration ○ Cost saving through partnerships ○ Reduce risk with predictive analytics ○ Informed decision making ○ Improve reporting of KPI's / new analysis capability ○ Collaboration ○ Cross-agency customer services views (anticipating related needs) • Information <ul style="list-style-type: none"> ○ IOT (internet of things) is facilitating more data ○ Implementation of data governance / stewardship ○ Integration of cust/const. data • Technology <ul style="list-style-type: none"> ○ IOT ○ Cloud resources ○ Enterprise solutions (servers, licensing, data) → economy of scale 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Overcoming legacy culture (agency silo solutions) ○ Enterprise licensing / contracts (not shared) ○ Needs which should be "enterprise" are not funded through shared services (difficulty funding enterprise solutions) Limits use/sharing • Information <ul style="list-style-type: none"> ○ Complex, varied data access rules (i.e. PHI, CJIS, etc.) ○ Varying business data definitions, priorities ○ Disparate, agency focused priorities ○ Lack of data access policy/governance/standards ○ Gaps in info feedback (from partners), for informing (planning/capacity) • Technology <ul style="list-style-type: none"> ○ Standardize disparate / silo ○ Tools, systems, solutions – integrated solutions ○ Evolving, agile technologies ill-aligned to government velocity to implement ○ Legacy technology solutions limit data accessibility
Opportunities	Challenges

Systems Effectiveness

Strengths	Weaknesses
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Strong vision – One KC ○ Strong strategic priorities ○ Trust and collaboration among cabinet members • Information <ul style="list-style-type: none"> ○ Nascent information sharing successes ○ Recognition of importance of information sharing to accomplish missions • Technology <ul style="list-style-type: none"> ○ Committed and invested in building strong tech infrastructure ○ Executive consolidation of IT 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Large # of discreet lines of business ○ Multiple separately elected ○ Uneven / complex funding sources ○ Business defines solutions, not problems • Information <ul style="list-style-type: none"> ○ Disparate information systems ○ Highly complex data ○ Tendency towards unique solutions • Technology <ul style="list-style-type: none"> ○ Large # of legacy application ○ Difficulty Prioritizing / focusing – causing diluted results ○ Volume / effort primarily on maintenance and not biggest value
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ P3 – Public Private Partner? Non-profit partnerships ○ Leverage inter-agency responsibilities ○ Regional leadership opportunities ○ Appetite for regional government innovations ○ Electronic payment – simultaneous solutions • Information <ul style="list-style-type: none"> ○ Data sharing ○ Big data • Technology <ul style="list-style-type: none"> ○ New technology platforms (i.e. mobile) ○ Highly integrated technologies (internal and external) 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Broad and shifting citizen expectations ○ Conflicting citizen expectations ○ Funding • Information <ul style="list-style-type: none"> ○ Providing easy and equitable access to information / data to the public ○ The broad range of citizen IT aptitudes • Technology <ul style="list-style-type: none"> ○ Keeping up with technology innovations ○ Security
Opportunities	Challenges

Enterprise

Strengths	Weaknesses
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Strong county vision and priorities • Information <ul style="list-style-type: none"> ○ • Technology <ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Lack of integrated planning across all lines of business • Information <ul style="list-style-type: none"> ○ • Technology <ul style="list-style-type: none"> ○
<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Talent acquisition and workforce planning, on-boarding ○ In-line to online - Access ○ Sharing data and opportunities to share ○ Consolidate business initiatives ○ Partnerships ○ Re-use • Information <ul style="list-style-type: none"> ○ Satisfying the demand for information ○ Visualization ○ Predictive analytics (future) ○ Common architecture and tools • Technology <ul style="list-style-type: none"> ○ Standard system qualities ○ Nimble ○ Provide right kind of access at the right time ○ Establish/better utilize enterprise platforms ○ Some modern systems 	<ul style="list-style-type: none"> • Business <ul style="list-style-type: none"> ○ Un-funded mandates and unscheduled priorities ○ Competition for limited resources – people, space, money ○ Conflicting priorities of 45 lines of business • Information <ul style="list-style-type: none"> ○ Public information vs. privacy ○ Mining – how? ○ Security • Technology <ul style="list-style-type: none"> ○ Integrating multiple SaaS with each other ○ Security
Opportunities	Challenges

Appendix I- IT Industry Drivers

Industry trends have also been reviewed and provide perspective on our direction. An example of the major impacts on governments comes from Gartner, Inc. who has identified the top ten technology trends for government that are grouped into the following three categories: engaging, connecting, and resourcing.

Engaging

1. Digital workplace - A technology literate workforce needs accommodation to its preferences; real-time analytics for data driven decisions; and more open, flat, and democratic organization for structures and practices
2. Multichannel Resident Engagement – Multiple channels are used to deliver services with channel selection determined by the needs of various customer groups. Typical channels include legacy (offices, physical mail, contact centers, and direct calls) and digital (eGovernment/web, Mobile apps, Social Media, Alerts/email)
3. Open Any Data – Utilizing open data platforms for both resident and employee use, including non-public information (only for employees based on data sensitivity)
4. Citizen eID – A single identity to span government and private organizations through trusted relationships, federation and other practices

Connecting

1. Edge Analytics – Front-end (rather than back-end) utilization of analytics to inform decisions
2. Scalable interoperability – Systems will work across organizational boundaries and auto-size to accommodate demand
3. Digital Government platforms – Widespread adoption of cloud, mobile, social and information technologies to enable a fully digital experience across interactions
4. Internet of Things – Network of physical objects containing embedded technology to communicate, monitor, sense or interact with multiple environments

Resourcing

1. Web-Scale IT – Attaining efficiencies by emulating cloud/web architectures
2. Hybrid Cloud (and IT) – Hybrid infrastructure sourcing utilizes both internal and external platforms

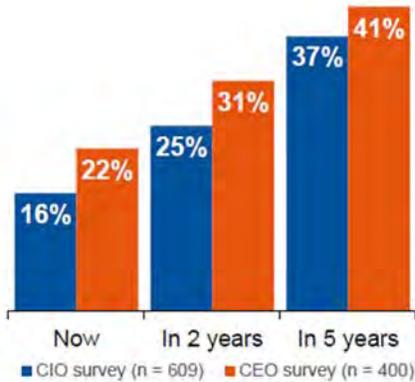
In addition to the priorities above, the IT industry trends related to state and local government include:

- Increased IT spending projections to meet the need for and better enable digital government opportunities – See Figure 4 Projected Governmental Investment in IT.

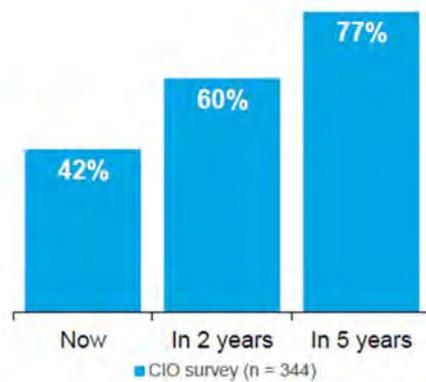
Digitalization Is Intensifying; Stakes Are Rising



Private Sector
What % of your revenue is digital?



Public Sector
What % of your processes is digital?



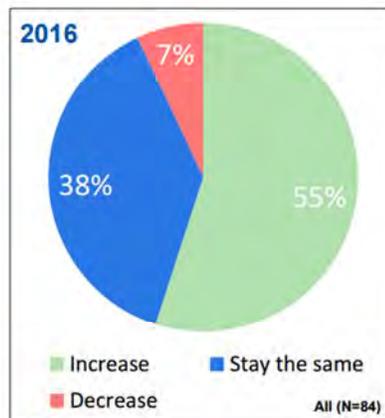
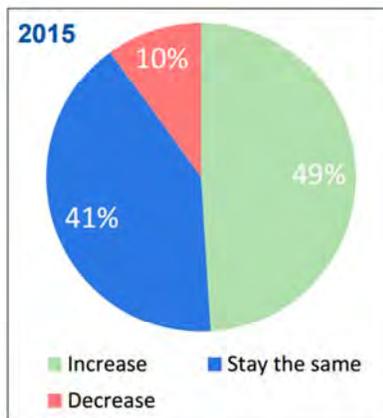
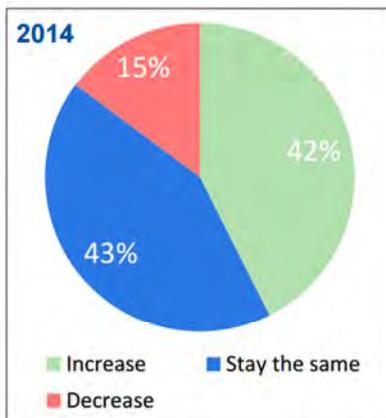
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Gartner

FIGURE 4-PROJECTED GOVERNMENTAL INVESTMENT IN IT

- Paralleling increased digital revenue in the private sector, governments will see explosive growth in digital government (processes) over the next five years leading to approximately 77 percent of all processes being digitized, as depicted in the Figure 5 – Projected Digitalization of Private and Public Sectors.

The Purse Strings Are Gradually Loosening for U.S. Local & Regional Government CIOs



Represents growth in spending inside IT organization, in nominal terms

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Gartner

FIGURE 5-PROJECTED DIGITALIZATION OF PRIVATE AND PUBLIC SECTORS

- Increasing utilization of bi-modal workforce capability to enable rapid delivery for systems of innovation and stable, secure maintenance for systems of record.

Appendix J- Table of Acronyms

Acronym	Full Spelling
BMC	Business Management Council
BYOD	Bring Your Own Device
CFO	Chief Financial Officer
CI	Continuous Improvement
CIO	Chief Information Officer
CIP	Capital Improvement Project
CJIS	Criminal Justice Information System
COTS	Commercial-Off-the-Shelf
CRM	Constituent Relationship Management
EA	Enterprise Architecture
EHR	Electronic Health Record
ESJ	Equity and Social Justice
GIS	Geographic Information System
HIPAA	Health Insurance Portability and Accountability Act
HIT	Health Information Technology
HR	Human Resources
IA	Information Assurance
IAAS	Infrastructure-as-a-Service
IM	Instant Messaging
I-Net	Institutional Network
ITIL	Information Technology Infrastructure Library
IT	Information Technology
KCIT	Department of Information Technology, also known as King County Information

	Technology
KCSP	King County Strategic Plan
KCWAN	King County Wide Area Network
LOB	Line of Business
NG 911	Next Generation 911
OS	Operating System
PAAS	Platform-as-a-Service
PH	Public Health
PMO	Project Management Office
SAAS	Software-as-a-Service
SAC	Strategic Advisory Council
SCOC	Strengths, Constraints, Opportunities, and Challenges
SDLC	Solution Delivery Life Cycle
SME	Subject Matter Expert
SOA	Service Oriented Architecture
SVE	Standard Virtual Environment
SSD	Server, Storage and Database
STP	Strategic Technology Plan
TCO	Total Cost of Ownership
TMB	Technology Management Board
UC	Unified Communications
VM	Voice Mail
VPC	Virtual Private Cloud

Appendix K – Digital Equity Pro-Policy Agenda

Our current situation

Washington State has the highest in home broadband adoption rate in the country at 81.9 percent, according to the National Telecommunications and Information Administration. With a booming economy, King County is home to a technology literate society that relies increasingly on broadband internet access. But even within King County, 16 percent of households do not have access to the internet at home – a resource so essential it is being called the “electricity of the 21st century.” King County residents who earn less than \$50,000 per year are 5.5 times less likely to have internet access at home.

The inability for people in our communities to utilize this resource limits access to government services, such as health care information, health insurance registration and participation in the online marketplace. It also limits opportunities to apply for jobs, the basic ability to do homework from home, social engagement opportunities, and the ability to engage in other aspects of our economy and society. Not having internet access at home means people must travel to libraries, community centers or schools to find information and access services, often placing an additional financial burden on those who are least able to bear it.

This inequity is often driven by poverty and other factors that limit access. For example, there are some communities, such as White Center in our County and parts of Snohomish County, where broadband services are limited due to their lack of perceived profitability by private carriers.

In response to the digital equity issue, a number of cities nationally, including the City of Seattle locally, are adopting action plans aimed at ensuring disadvantaged residents and communities are not left behind but are participating and benefiting in the opportunities provided by advancements in technology and the internet.

How we will make a difference

Access to information and technology is a fundamental social justice goal. Ensuring equal opportunity and access to the internet for all of our residents, regardless of age, income or ability, allows them to participate in our economy and society. King County plays an important role—both as a service provider and as regional convener—in connecting people to the resources they need to succeed in our increasingly digital world.

Some examples that illustrate the strides King County has already made in the areas of digital equity and inclusion are:

- Accessible websites for blind, deaf and hearing-impaired.
- Open data made available to software developers and interested residents, helping our communities transparently share information about county services and trends.
- Digital communications portals like the Assessor's Parcel Viewer that help people learn about King County services and make decisions that are important to them.

- Institutional Network (I-Net) provides affordable broadband internet services for education, municipalities, and nonprofits, benefitting students, teachers, government workers and non-governmental organizations.
- The creation of a social media toolkit that all agencies and departments can use for enhanced and more effective resident interaction through social media.

In the next three years, King County will take action in three key areas to improve digital equity in our communities so that everyone has the opportunity to participate in and benefit from the digital world of the future.

1. Develop and implement a Digital Equity Plan in collaboration with regional partners in King County.

Highlights:

- Develop a digital equity vision, goals, strategy, approach, and initiatives that comprise an action plan for King County and our regional partners.
- Identify local, state, federal funding sources to support digital equity initiatives.
- Integrate the ESJ Strategic Plan, Best Start for Kids, Youth Actin Plan, 311, Smart Cities and other services with the County’s Digital Equity Plan.

2. Increase residents’ opportunities for digital interaction and engagement.

Highlights:

- Target a reduction from 16 percent to fewer than 10 percent of homes in King County without broadband internet access as part of our public performance scorecard.
- Identify and pilot public/private partnerships that increase the delivery of broadband services to targeted underserved communities in King County, especially low-income qualifying residents and students.
- Increase the number of King County services provided online as opposed to in-line throughout county government to make it easier for those with broadband access to get the services they need.

3. Collaborate and integrate with regional partners to better utilize existing capabilities, develop new capabilities, and extend the impact of those capabilities more broadly.

Highlights:

- Collaborate with Connecting Community Consortium (C3), a regional 23-member municipal, education and nonprofit organization, to activate a fiber network around Lake Washington to provide low-cost access to high speed connectivity and member-managed services.
- Perform convener and collaborator roles with regional private, public, and community partners to identify successfully implemented Digital Equity solutions for re-use replication across King County communities.

- Expand I-Net fiber to more schools, government and nonprofit organizations throughout the County. Additionally, integrate I-Net assets with partner assets to more effectively deliver broadband and wireless connections in rural areas and to underserved populations.
- Evaluate the creation of a digital equity investment bank to stimulate digital equity infrastructure by helping to fund community-driven digital equity initiatives.

Appendix L – The Case for Building Digital Equity in King County



THE CASE FOR BUILDING DIGITAL EQUITY IN KING COUNTY

ACCESS TO INFORMATION AND TECHNOLOGY IS A FUNDAMENTAL SOCIAL JUSTICE GOAL.

16% OF RESIDENTS DON'T HAVE INTERNET ACCESS AT HOME

While most people in King County can access the Internet from the comfort of their homes, a large number of our residents don't have this ability.

In King County, income and home access to the Internet are linked.

Residents who earn less than \$50,000/year are 5.5x less likely to have Internet access at home.



KING COUNTY

- Households without Internet access
- 4-11%
- 12-15%
- Over 16%

Annual household median income less than \$50,000/year

WHAT PEOPLE CAN DO WITH INTERNET ACCESS AT HOME

Many of us take for granted the basic tasks that can be performed online. Not having Internet access at home means people must travel to libraries and community centers to:



Find health, medical or government services info



Find legal or consumer rights info



Look for a job or job training



Find info on local schools



Purchase products or services



Attend online class, meeting or webinar



Do homework online

INTERNET ACCESS AT HOME CREATES OPPORTUNITY

Ensuring equal access to the Internet for all of our residents, regardless of age, income or ability, allows them to connect to important online resources.

King County and KCIT play an important role in connecting people to the tools, training and resources they need to succeed in our increasingly digital economy.



Data sources: Technology Access and Adoption in Seattle: Progress towards digital opportunity and equity, 2014 Report; City of Seattle Department of Information Technology Community Technology Program. Map Data: US Census American Community Survey, 2014 5-year estimates, Median Income in the past 12 months (in 2014 inflation-adjusted dollars), table S1903, by ZIP Code Tabulation Area.

June 24, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

King County Code 2.16.0755.B.2.s. requires transmission of an information technology strategic plan with annual updates for Council approval no later than June 30 of the reporting period.

The Strategic Information Technology Plan 2016-2018 is aligned to support the goals and guiding principles of the King County Strategic Plan 2010-2014 as updated in March 2015 by County Council Motion 14317. While all areas of the King County Strategic Plan are impacted by information technology, the Strategic Information Technology Plan places additional significance on the “Efficient, Accountable Regional and Local Government” goal, as this is the area that information technology can affect most directly.

Progress against the prior strategic plan was documented in the 2016 Strategic Technology Plan Update that was transmitted to County Council on April 29, 2016. Over 86 percent of outcomes defined in that plan saw strategic progress as planned or above what was planned. This is a significant accomplishment that I am proud to report and speaks well of our technology organization and their persistence in making strategic progress.

Based on that progress, five new strategic technology objectives are identified in the attached plan which leverage the foundational progress that has been made to date. The strategic information technology objectives identified in the new plan include:

- Digital Civic Engagement
 - Leverage IT platforms and tools as a channel to increase the opportunities, convenience, and audience engaging with government
- Workforce Empowerment
 - Employees effectively using IT platforms and tools to drive business process improvements

The Honorable Joe McDermott

June 24, 2016

Page 2

- Data Driven
 - Increased utilization of data to understand the current situation, analyze opportunities, measure results and make more informed decisions
- IT Mobility
 - Free residents and employees to interact and transact business when and where most appropriate and convenient
- Effective Digital Systems
 - Increase value to customers by providing high quality digital systems to better meet their needs using standard components and continuous process improvement

Accomplishing these objectives is a critical piece of reaching our strategic goal to be a best run government. Leveraging information technology effectively and appropriately throughout our many lines of business is needed not just to deliver timely and cost-effective services but to increase the convenience and availability of those services to our residents.

It is estimated that this report required approximately 1,200 hours of staff time to produce at a cost of \$75,000. Staff included 25 business and IT leaders who participated in several focus group meetings as well as advisory board review and feedback. Advisory boards include the Strategic Advisory Council, the Business Management Council, and the Technology Management Board.

If you have any questions, please feel free to contact John Klein, Strategic Information Technology Manager, at 206-263-7903.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
William Kehoe, Director and Chief Information Officer, King County Information Technology
John Klein, Strategic Information Technology Manager, King County Information Technology



King County

Metropolitan King County Council Government Accountability and Oversight Committee

STAFF REPORT

Agenda Item:	7	Name:	Clifton Curry
Proposed No.:	2016-0357	Date:	August 23, 2016

SUBJECT

AN ORDINANCE relating to for-hire transportation industry insurance; and amending Ordinance 10498, Section 1, as amended, and K.C.C. 6.64.010, and Ordinance 17892, Section 20, and K.C.C. 6.64.211 and Ordinance 10498, Section 15, as amended, and K.C.C. 6.64.350.

SUMMARY

King County regulates taxis and for-hire vehicles that transport passengers for compensation. These regulations are intended to ensure that customers can use these options in a safe manner. Since 2012, new transportation options that make use of application-based technology have come to be known as Transportation Network Companies (TNCs). Prior to 2014, these new entrants had not been regulated. The council adopted new regulations in September 2014 with Ordinance 17892 that made changes to existing regulations for transportation companies and added new regulations affecting TNC organizations, drivers, and vehicles. King County has worked to conform its regulatory framework to the City of Seattle and the adopted ordinance conformed the county's regulatory system to the regulations adopted by the City of Seattle for taxis, for hire operators, and TNCs.

This proposed ordinance would modify existing insurance requirements for the for-hire industry and would have County insurance requirements conform to recently adopted City of Seattle changes.

BACKGROUND

King County benefits from a variety of of transportation choices. Currently the region is served by taxis, for-hire vehicles, limousines, and Transportation Network Companies (TNCs). Taxis, for-hires, TNCs, and limousines all operate under different regulatory structures. However, TNCs had not been regulated in the State of Washington prior to 2014. King County, the City of Seattle, and the Port of Seattle have consistently worked over the years to regionalize taxicab regulations and licensing by developing consistent regulations and services across jurisdictions. This promoted public safety and customer service by standardizing fees, regulations, enforcement, and rate review procedures throughout King County.

In 1995, King County entered into an interlocal agreement with the City of Seattle, whereby King County manages all for-hire driver licensing functions for both jurisdictions while Seattle manages all taxicab licensing and inspection functions for both jurisdictions. In addition, King County has interlocal agreements with the Port of Seattle and 16 cities to provide taxicab and for-hire licensing services. Generally, King County Code and Seattle Municipal Code contain consistent provisions, thus allowing for continued joint regulatory efforts.

City and County Efforts to Regulate For Hire Industry. On July 14, 2014, the Seattle City Council enacted Council Bill 118140, which adopted a variety of for-hire regulatory changes that had been developed by the Mayor and a working group of stakeholders. The measure was signed by the Mayor on July 15, 2014. The adopted ordinance made significant changes to existing regulations related to driver background checks, training, and vehicle inspections, and consequently changed the requirements that the county would operate under if it continued with the 1995 Interlocal Agreement. The city ordinance did, however, make the new requirements consistent across the “industry.”

The County adopted Ordinance 17892 in September 2014. The county’s ordinance changed regulations for for-hire companies, drivers, and vehicles to conform to the elements adopted by the City Seattle, requiring that all taxis, for-hire, and TNCs must have licensed drivers and vehicles. All taxi, for-hire, and TNCs would have to meet specified licensing requirements including driver background checks, training and testing, vehicle inspections. The legislation also established insurance requirements as described below.

County Insurance Requirements. Ordinance 17892 conformed the county’s insurance requirements to Seattle’s establishing for a provisional period (the timeframe until the state legislature would take action to make statutory changes) that all registered owners of taxicabs, for-hire vehicles, and vehicles with a TNC endorsement, or the taxicab association representative, for-hire vehicle licensee or company, or TNC on behalf of the registered owner shall provide insurance coverage at the statutory minimum of \$100,000 per person and \$300,000 per accident liability coverage along with minimum underinsured motorist coverage of \$50,000 per person and \$100,000 per accident. For TNCs, the coverage would have to be in effect during any time that the driver is “active on the company’s dispatch system.” Before the passage of Ordinance 17892, the County required that companies providing insurance to the for-hire industry have an A.M. Best rating of A- or better rating (insurance from companies carrying an A.M. Best insurance rating denotes the company’s financial strength). During the Provisional Period, that was reduced to an A.M. Best rating of B, while after the Provisional Period it was reset to a rating of B+.

During the 2015 legislative session, the state enacted ESSB 5550 that set statewide insurance standards. ESSB 5550 established that being a TNC driver is defined as being all times the driver is logged into a commercial transportation services provider’s digital network or software application, or until the passenger leaves the personal vehicle, whichever is later. The legislation establishes that TNC companies or drivers if approved by the Office of the Insurance Commissioner, or a combination of a company and a driver, must obtain a primary automobile insurance policy covering every personal vehicle used to provide TNC services, described as follows:

- **before** a driver accepts a requested ride: \$50,000 per person; \$100,000 per accident; and \$30,000 for property damage; and
- **after** a driver accepts a requested ride: a combined single limit liability coverage of \$1,000,000; and underinsured motorist coverage of \$1,000,000.

The legislature established that TNC insurance policies must offer personal injury protection coverage, and underinsured motorist coverage (third party personal injury coverage in the amounts \$25,000 per person and \$50,000 per incident, and \$10,000 coverage for property damage), in line with existing motor vehicle insurance law that allows for the insured to reject the coverage options. The new law also allowed TNC insurance coverage requirements to be satisfied by having for-hire vehicle or limousine insurance coverage applicable to the vehicle being used for TNC services. The state legislation did not establish a required insurer rating to meet state requirements. In addition, the state made no changes to the insurance requirements for taxis and for hire operators.

Addressing Taxi and For Hire Insurance Concerns. The Executive reports that the county's Records and Licensing Services (RALS) Division along with the City of Seattle's Finance and Administrative Services Division were approached by multiple taxi and for-hire operators and owners, along with local insurance brokers, all of whom noted that obtaining mandated insurance was becoming difficult. The industry and driver representatives made the request to reduce the mandatory insurance rating back to an A.M. Best Rating B rather than B+ required on County and City Code. In considering the request, County and City regulatory staff met and consulted with the Office of Risk Management in the County, the Risk Management Division in the City, insurance brokers that assist the County in obtaining various insurance policies, the Prosecuting Attorney's Office and outside counsel with specific insurance expertise. Based on these discussions with the industry representatives and other experts, both the County and City agreed to review taxi and for hire insurance requirements.

On July 29, 2016, the City of Seattle enacted Ordinance 118712. This legislation revised the insurance requirements for the for hire industry. Prior to adoption of its new legislation, the City, like the County, had required industry licensees to obtain insurance from companies carrying an A.M. Best insurance rating of at least B+ rating. However, during the provisional period from 2014 into 2015, a B rating was accepted. The City reports that during this period there were no consumer complaints, no claims made against the city and no concerns expressed about the use of the lower rating. The City's adopted legislation permanently decreases the A.M. Best financial strength rating requirement from B+ to B for taxicab, for-hire vehicle, and TNC insurance policies. According to the city, the change is expected to provide increased economic opportunity for vehicle owners and increased competition in the for-hire insurance market.

The City's new legislation effects City-only vehicles; for-hire vehicles licensed only by the County and dual (City/County) licensed vehicles must wait for County approval before they can benefit from the new insurance standards.

ANALYSIS

This proposed ordinance changes minimum insurance requirements for operating taxicab and flat-rate for hire vehicles in King County. According to the Executive, the proposed ordinance is intended to provide more flexibility and increased access to insurance carriers for taxicab and flat-rate vehicle owners and drivers who are required to have liability insurance to operate their for-hire vehicles in the county (county-only licensees or dual City of Seattle-county licensees). In addition, the ordinance would make County regulations conform to those recently adopted by the City of Seattle.

As noted above, the County met with a variety of representatives of the taxi and for hire industry who reported that vehicle operators had documented to them that it had become increasingly difficult to obtain liability coverage for their flat-rate and taxicab vehicles. The representatives provided evidence that the availability of insurance carriers willing to write policies has declined over the years and premiums for coverage have significantly increased. The operators were requesting that the County and City of Seattle allow them to use insurance carriers with an A.M. Best Rating of B rather than the required, higher rating of B+.

Also as noted above, the lower rating was previously authorized during the recent provisional period, the time following the adoption of Ordinance 17892 (September 2014) and the end of the State's 2015 legislative session in July 2015. However, under County and City code, if the 2015 Legislature did not address insurance requirements for flat-rate and taxicab vehicles, the rating level was to revert back to B+ after the legislative session. Because state standards were not changed for the taxi and for hire industry, County Code reverted to the B+ standard. According to RALS staff, operators believe that reducing the carrier rating from B+ to B will provide some relief from rising premium rates and declining market participation by higher rated insurance carriers, making it easier to find more affordable insurance coverage. The A. M. Best rating of insurance companies is commonly used to indicate their financial viability. The relevant ratings have the following meanings:

- A.M. Best's A- Rating--Insurance companies having an excellent ability to meet their insurance obligations;
- A.M. Best's B+ Rating--Insurance companies having a good ability to meet their insurance obligations; and,
- A.M. Best's B Rating--Insurance companies having a fair ability to meet their insurance obligations, but which are vulnerable to adverse changes in underwriting and economic conditions.¹

The reduction to a B rating would mean that under certain circumstances, B rated companies would be less fiscally able to handle potential claims compared to B+ rated companies. While the proposed ordinance reduces the insurance carrier rating, it also eliminates use of surplus line insurers for taxicabs and flat-rate for-hire vehicles, requiring policies to be written only by state admitted carriers. This change, viewed by regulatory staff as a compromise to lowering the carrier rating, ensures that residents are protected by the Washington Insurance Guaranty Association (WIGA) if the

¹ A.M. Best Rating Services, Best Financial Strength Ratings <http://www.ambest.com/ratings/guide.pdf> .

insurance company becomes insolvent. Admitted carriers in the State of Washington are required to belong to the WIGA; non-admitted surplus line insurers are not WIGA members. This decision appears to mitigate any potential risk from using carriers with the B rating. In addition to the changes noted above, the proposed ordinance includes:

- An increase to the minimum uninsured/underinsured motorist coverage requirement from \$50,000 per accident, \$100,000 aggregate, to \$100,000/\$300,000 respectively. This change aligns King County Code with existing Seattle Municipal Code and is not anticipated to have a material impact on the premium costs for operators.
- Provisional period language that is no longer in effect has been removed.
- Language that allows for making other needed changes for taxi and flat rate operators, allowing for the use of RCW 48.177 to determine insurance requirements, if the Director approves.

The Executive notes that over the past several years, the for-hire transportation industry has undergone substantial changes with the advent of TNCs. Increased competition has resulted in a declining market share for traditional taxi and flat-rate operators, with vehicle owners often unable to lease their for hire licensed vehicles for a significant portion of each day. RALS staff note that for-hire vehicle owners and drivers are most often immigrants from east Africa, some with limited English proficiency. While typical wages in this industry are estimated at just above state minimum wage levels, the work is often a lifeline for many immigrants working to support themselves and their families. As a consequence, any regulatory relief that allows for lower operating costs will benefit these drivers. According to Executive staff the change in standards will not have any significant adverse risk. This is the same conclusion reached by regulatory staff for the City of Seattle.

The adoption of the proposed insurance changes in this Ordinance would allow King County to conform its for-hire transportation industry regulations to the City of Seattle and maintain a regionally consistent approach to regulation. The Ordinance would also allow licensees to have a unified regulatory approach that addresses basic public safety and also could reduce costs for operators, allowing taxis and for hire operators to remain competitive. While there is some risk to those making claims against insurance companies under certain circumstances, the County appears to mitigate this risk to claimants by requiring insurance from admitted carriers that are protected by WIGA.

INVITED

1. Sean Bouffiou, Interim Deputy Director, Records and Licensing Services, Department of Executive Services
2. Amy Eiden, Deputy Prosecuting Attorney, Prosecuting Attorney's Office

ATTACHMENTS

1. Proposed Ordinance 2016-0357
2. Executive Transmittal Letter
3. Fiscal Note

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KING COUNTY
Signature Report

1200 King County Courthouse
 516 Third Avenue
 Seattle, WA 98104

August 22, 2016

Ordinance

Proposed No. 2016-0357.1

Sponsors von Reichbauer

1 AN ORDINANCE relating to for-hire transportation
 2 industry insurance; and amending Ordinance 10498,
 3 Section 1, as amended, and K.C.C. 6.64.010, and
 4 Ordinance 17892, Section 20, and K.C.C. 6.64.211 and
 5 Ordinance 10498, Section 15, as amended, and K.C.C.
 6 6.64.350.

7 **STATEMENT OF FACTS:**

- 8 1. Industry regulations for taxicab and for-hire vehicle services must
 9 ensure fair market competition and encourage innovation without
 10 compromising the regulatory safety that the public can rely on for its
 11 protection.
- 12 2. The number of insurance companies available to taxicab and for-hire
 13 vehicle licensees has become very limited.
- 14 3. No complaints, claims or additional risks were realized by King County
 15 during the 2014 provisional period when the A.M. Best rating on
 16 insurance companies was at the B level.
- 17 4. The provisional insurance regulations included in K.C.C. chapter 6.64
 18 are no longer in force or valid.

19 **BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:**

20 SECTION 1. Ordinance 10498, Section 1, as amended, and K.C.C.

21 6.64.010 are each hereby amended to read as follows:

22 The definitions in this section apply throughout this chapter unless the
23 context clearly requires otherwise.

24 A. "Active on a transportation network company dispatch system" or "active on
25 the transportation network company dispatch system" includes, but is not limited to:
26 when the driver is logged onto the transportation network company application dispatch
27 system showing that the driver is available to pick up passengers; when a passenger is in
28 the vehicle; when transportation network company dispatch records show the vehicle is
29 dispatched; or when the driver has accepted a dispatch and is en route to provide
30 transportation services to a passenger.

31 B. "Application dispatch system" means technology that allows consumers to
32 directly request dispatch of for-hire drivers for trips via the Internet using mobile
33 interfaces such as smartphone applications.

34 C. "Approved mechanic " means mechanic or technician who:

35 1. Has successfully passed the examinations of, and met the experience
36 requirements prescribed by, the National Institute for Automotive Service Excellence;

37 2. Has been awarded a certificate in evidence of competence satisfactory to the
38 director; and

39 3. Is not the owner, lessee or driver of a taxicab, for-hire vehicle or
40 transportation network company endorsed vehicle.

41 D. "Contract agreement rate" means the rate specified in a written agreement
42 signed by both parties in advance of the dispatch of a taxicab or for-hire vehicle for the
43 services identified in the contract.

44 E. "Director" means the director of the department of executive services or the
45 director's designee.

46 F. "Engage in the business of operating a taxicab or vehicle for hire" means the
47 pickup and transportation of any fare paying passenger from a point within the
48 geographical confines of unincorporated King County, whether or not the vehicle is
49 dispatched from a taxicab stand or office within any other municipal corporation, and
50 whether or not the ultimate destination or route of travel is within the confines of
51 unincorporated King County. A transportation network company is engaged in the
52 business of operating a vehicle for hire if it provides application dispatch services via an
53 application dispatch system to any transportation network company driver at any time for
54 the transport of any passenger for a fare from a point within unincorporated King County.
55 However, nothing in this chapter shall be construed to apply to taxicabs or for-hire
56 vehicles licensed by any other municipal corporation and transporting passengers from a
57 point within the licensing municipality to a destination outside the municipality, whether
58 or not the ultimate destination or route traveled is within unincorporated King County.

59 G. "Fare" means anything of economic value that is provided, promised or
60 donated primarily in exchange for services rendered.

61 H. "For-hire driver" means any person in control of, operating or driving a
62 taxicab, for-hire vehicle or transportation network company endorsed vehicle and

63 includes a lessee, owner-operator or driver of taxicabs or for-hire vehicles as an
64 employee.

65 I. "For-hire vehicle" means a motor vehicle used for the transportation of
66 passengers for hire and not operated exclusively over a fixed and definite route, except:

- 67 1. Taxicabs;
- 68 2. Transportation network company endorsed vehicles;
- 69 3. Passenger vehicles carrying passengers on a noncommercial enterprise basis;
- 70 4. Vehicles or operators expressly exempt by state law from county regulation.

71 J. "For-hire vehicle company" means a person who represents or owns for-hire
72 vehicles licensed by King County that use the same color scheme, trade name and
73 dispatch services.

74 K. "For-hire vehicle license" means a for-hire vehicle medallion.

75 L. "For-hire vehicle owner" means the registered owner of the vehicle as defined
76 by RCW 46.04.460.

77 M. "Lessee" means a for-hire driver who is an independent contractor or sole
78 proprietor and who has a taxicab or for-hire vehicle lease contract or other form of
79 agreement with a taxicab or for-hire vehicle owner or taxicab association.

80 N. "Licensee" means all persons, including for-hire drivers, vehicle owners,
81 taxicab associations and transportation network of companies required to be licensed
82 under this chapter.

83 O. "Medallion" means a certificate issued by the director as evidence that a
84 taxicab or for-hire vehicle license is an intangible property.

85 P. "Medallion system" means the system that deems a taxicab or for-hire vehicle
86 license to be intangible property that may be used as collateral to secure a loan from a
87 bank or any other financial institution.

88 Q. "Motor vehicle" means every motorized vehicle by or upon which any person
89 may be transported or carried upon a public street, highway or alley, though vehicles used
90 exclusively upon stationary rail tracks or propelled by use of overhead electric wires shall
91 not come under this chapter.

92 R. "Person" means any individual, partnership, association, corporation, firm,
93 institution or other entity, whether or not operated for profit. "Person" does not include a
94 governmental unit of or within the United States.

95 S. "Personal vehicle" means a motor vehicle that is not a taxicab or for-hire
96 vehicle.

97 T. (~~"Provisional insurance period" means the period from the effective date of~~
98 ~~this section until the earlier of the effective date of changes in state law for insurance~~
99 ~~requirements applicable to for-hire transportation services or two weeks after the end of~~
100 ~~the 2015 session of the state Legislature.~~

101 ~~U.))~~ "Special rate" means discounted rates for senior citizens and disabled
102 persons.

103 ~~(V.))~~ U. "Taxicab" means a motor vehicle used for the transportation of
104 passengers for hire, where the route traveled or destination is controlled by the passenger
105 and the fare is based on an amount recorded and indicated on a taximeter, on an
106 application dispatch system linked to a taximeter, or on a special rate or contracted rate
107 agreement as permitted by this chapter.

108 ~~((W.))~~ V. "Taxicab association" means a person licensed under this chapter who
109 represents or owns taxicabs licensed by King County that use the same color scheme,
110 trade name and dispatch services.

111 ~~((X.))~~ W. "Taxicab association representative" means a person who a taxicab
112 association has authorized to:

- 113 1. File applications and other documents on behalf of the association;
114 2. Receive and accept all correspondence and notices from the county pertaining
115 to the association or its taxicabs, taxicab owners or for-hire drivers operating within the
116 taxicab association.

117 ~~((Y.))~~ X. "Taxicab license" means a taxicab medallion.

118 ~~((Z.))~~ Y. "Taxicab vehicle owner" means the registered owner of the vehicle as
119 defined in RCW 46.04.460.

120 ~~((AA.))~~ Z. "Taximeter" means any instrument or device by which the charge for
121 hire of a passenger-carrying vehicle is measured or calculated either for the distance
122 traveled by the vehicle or for waiting time, or both, and upon which the calculated
123 charges shall be indicated by means of figures.

124 ~~((BB.))~~ AA. "Trade dress" means the unique visual element associated with a
125 transportation network company that is attached to a transportation network company
126 endorsed vehicle.

127 ~~((CC.))~~ BB. "Transportation network company" means a person licensed under
128 this chapter that provides application dispatch services via an application dispatch system
129 to connect drivers with passengers for the transportation of passengers for fares.

130 ~~((DD.))~~ CC. "Transportation network company driver" means a licensed for-hire
131 driver affiliated with a licensed transportation network company in order to provide
132 transportation to passengers by an application dispatch system.

133 ~~((EE.))~~ DD. "Transportation network company endorsed vehicle" means a
134 vehicle with a transportation network company vehicle endorsement.

135 ~~((FF.))~~ EE. "Transportation network company representative" means a person
136 who a transportation network company has authorized to:

- 137 1. File applications and other documents on behalf of the company;
138 2. Receive and accept all correspondence and notices from the county pertaining
139 to the company or its drivers.

140 ~~((GG.))~~ FF. "Transportation network company vehicle endorsement" means an
141 endorsement on a for-hire driver's license that allows the for-hire driver to use the driver's
142 personal vehicle to affiliate with a transportation network company to provide
143 transportation to passengers by an application dispatch system.

144 ~~((HH.))~~ GG. "Wheelchair accessible taxicab" or "wheelchair accessible for-hire
145 vehicle" or "wheelchair accessible transportation network company endorsed vehicle"
146 means a taxicab, for-hire vehicle or transportation network company endorsed vehicle
147 designed or modified to transport passengers in wheelchairs or other mobility devices and
148 conforming to the requirements of the Americans with Disabilities Act and inspected and
149 approved by the director.

150 SECTION 2. Ordinance 17892, Section 20, and K.C.C. 6.64.211 are each hereby
151 amended to read as follows:

152 The director shall not issue a transportation network company license unless the
153 person meets the following requirements:

154 A. Requires that drivers who affiliate with the company:

- 155 1. Possess a for-hire driver's license; and
156 2. When active on the company's dispatch system, operate a vehicle that is a
157 taxicab, for-hire vehicle or transportation network company endorsed vehicle; and

158 B. ~~((During the provisional insurance period, ensures that each endorsed vehicle
159 at any time while active on the company's application dispatch system has liability
160 insurance in an amount no less than required by RCW 46.72.050 and minimum
161 underinsured motorist coverage of fifty thousand dollars per person and one hundred
162 thousand dollars per accident. The insurance policy, and any related driver contracts if
163 applicable, must be submitted to the director. The insurance policy shall:~~

164 1. ~~At a minimum be issued by either:~~

165 a. ~~An admitted carrier in the state of Washington with an A.M. Best Rating of
166 not less than B-VII; or~~

167 b. ~~A surplus line insurer with an A.M. Best Rating of not less than B+VII;~~

168 2. ~~Name King County, its officers, officials, agents and employees as an
169 additional insured on the insurance policy; and~~

170 3. ~~Provide that the insurer will notify the director in writing of any cancellation
171 or nonrenewal at least thirty days before cancellation or nonrenewal of the policy; and~~

172 C. ~~By the first business day after the provisional insurance period:~~

173 1. ~~If the state Legislature in its 2015 session enacts requirements that replace the
174 current insurance requirements in chapter 46.72 RCW, f))Files with the director on behalf~~

175 of the registered owners of endorsed vehicles, or ensures that the registered owners have
176 filed, an insurance policy, and any related driver contracts if applicable, demonstrating
177 that each endorsed vehicle has insurance that complies with state ~~((law))~~ insurance
178 requirements effective at that time~~((; or~~

179 ~~2. If the state Legislature in its 2015 session does not enact requirements that~~
180 ~~replace the current insurance requirements in chapter 46.72 RCW, files with the director~~
181 ~~an insurance policy, and any related driver contracts if applicable, demonstrating that~~
182 ~~each endorsed vehicle at any time while active on the company's dispatch system)).~~ The
183 transportation network company shall provide evidence that each vehicle affiliated with a
184 transportation network company has insurance in an amount no less than required by
185 RCW 46.72.050 and minimum underinsured motorist coverage of ((fifty)) one hundred
186 thousand dollars per person and ((one)) three hundred thousand dollars per accident or in
187 an amount no less than required by chapter 48.177 RCW, at any time while active on the
188 transportation network company dispatch system. The insurance policy shall:

189 a. ~~((at a minimum be issued by either:~~
190 ~~(4))~~ be issued by an admitted carrier in the state of Washington with an A.M.
191 Best Rating of not less than ((B+)) B VII((;), or
192 ~~((2))~~ show evidence that an exemption has been met allowing for the use of
193 a surplus line insurer, with an A.M. Best Rating of not less than B+ VII ~~((with evidence~~
194 ~~that an exemption has been met allowing use of a surplus lines insurer)).~~ However, the
195 director may temporarily suspend any or all of these requirements if no other viable
196 insurance options are available to the industry;

197 b. name King County, its officers, officials, agents and employees as an
198 additional insured on the insurance policy;

199 c. provide that the insurer will notify the director in writing of any cancellation
200 or nonrenewal at least thirty days before cancellation or nonrenewal of the policy; and

201 d. not include aggregate limits, or named driver requirements or exclusions.

202 Other limitations or restrictions beyond standard insurance services office business auto
203 policy form are subject to approval by the director.

204 SECTION 3. Ordinance 10498, Section 15, as amended, and K.C.C. 6.64.350 are
205 each hereby amended to read as follows:

206 A. ~~((During the provisional insurance period, the applicant shall provide an
207 insurance policy declaration or insurance binder proving that each vehicle to be licensed
208 has liability insurance in an amount no less than required by RCW 46.72.050 and
209 minimum underinsured motorist coverage of fifty thousand dollars per person and one
210 hundred thousand dollars per accident at any time while active on an application dispatch
211 system, radio, computer, taxicab or for hire dispatch system or when a taxicab or for hire
212 vehicle is operating which includes when: a passenger is in the vehicle; the taxicab is
213 parked in a taxi zone; the taximeter is engaged; the office dispatch records show that the
214 vehicle had been dispatched; the taxicab top light is illuminated; the trip records shows
215 that the vehicle has started a shift and there is no entry for ending a shift; or the for hire
216 driver has offered transportation services to a passenger. The insurance policy shall:~~

217 ~~1. At a minimum be issued by either:~~

218 ~~a. an admitted carrier in the state of Washington with an A.M. Best Rating of
219 not less than B-VII; or~~

220 ~~b. a surplus line insurer with an A.M. Best Rating of not less than B+ VII;~~

221 ~~2. Name King County, its officers, officials, agents and employees as an~~

222 ~~additional insured on the insurance policy; and~~

223 ~~3. Provide that the insurer will notify the director in writing of any cancellation~~

224 ~~or nonrenewal at least thirty days before cancellation or nonrenewal of the policy.~~

225 ~~B. By the first business day after the provisional period:~~

226 ~~1. If the state Legislature in its 2015 session enacts requirements that replace the~~

227 ~~current insurance requirements in chapter 46.72 RCW, file with the director an insurance~~

228 ~~policy demonstrating that each vehicle to be licensed has insurance that complies with~~

229 ~~state law.~~

230 ~~2. If the state Legislature in its 2015 session does not enact requirements that~~

231 ~~replace the current insurance requirements in chapter 46.72 RCW:~~

232 ~~a.) 1. The applicant shall provide an insurance policy proving compliance with~~

233 ~~chapter 46.72 RCW, or chapter 48.177 RCW if approved by the director for the limited~~

234 ~~purpose of determining minimum insurance compliance, for each taxicab or for-hire~~

235 ~~vehicle to be licensed. However, the director may temporarily suspend any or all of these~~

236 ~~requirements if other viable insurance options are not available to the industry. The~~

237 ~~policy shall also provide that the insurer notify the director of any cancellation in writing~~

238 ~~at least thirty days before cancellation of the policy((;)).~~

239 ~~((b-)) 2. The policy shall be issued by an admitted carrier in the state of~~

240 ~~Washington, with an A.M. Best rating of not less than ((B+)) B VII ((or a surplus line~~

241 ~~insurer with an A.M. Best rating of not less than B+ VII with evidence that an exemption~~

242 ~~has been met allowing use of a surplus lines insurer;)).~~

243 ~~((e.))~~ 3. King County, its officers, officials, agents and employees shall be
244 named as an additional insured on the insurance policy.

245 ~~((d.))~~ 4. The policy shall not include aggregate limits or named driver
246 requirements or exclusions. Other limitations or restrictions beyond standard business
247 insurance services office business auto policy form are subject to approval by the
248 director(~~(; and)~~).

249 ~~((e.))~~ 5. All applicants shall maintain a policy of underinsured motorist coverage
250 which runs to the benefit of passengers. The policy declarations or a certificate insurance
251 shall indicate a minimum coverage of ~~((fifty))~~ one hundred thousand dollars per person
252 and ~~((one))~~ three hundred thousand dollars per accident.

253 ~~((C.))~~ B. If an insurance policy is cancelled, proof of a new policy must be filed

254 before the date of cancellation or the taxicab or for-hire vehicle license is automatically
255 suspended and must be surrendered to the director.
256

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: None

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July 5, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

This letter transmits an ordinance that will change minimum insurance requirements for operating taxicab and flat-rate for-hire vehicles in King County. The proposed ordinance is intended to provide more flexibility and increased access to insurance carriers for taxicab and flat-rate vehicle owners and drivers who are required to have liability insurance to operate their for-hire vehicles in compliance with King County Code.

For-hire vehicle operators find it increasingly difficult to obtain liability coverage for their flat-rate and taxicab vehicles. The availability of insurance carriers willing to write policies has declined over the years and premiums for coverage have significantly increased. Operators are seeking County and City of Seattle (City) assistance, by requesting approval to use insurance carriers with an A.M. Best Rating of B VII rather than the current, higher rating of B+ VII. The lower rating was previously authorized during the recent provisional period, the time following the adoption of Ordinance 17892 (September 2014) and the end of the State's 2015 legislative session. However, under County and City code, if the 2015 Legislature did not address insurance requirements for flat-rate and taxicab vehicles, the rating level was to revert back to B+ VII after the legislative session, and it did. As operators approach annual renewal deadlines for vehicle registration and renewal of insurance policies, they believe reducing the carrier rating from B+ to B will provide some relief from rising premium rates and declining market participation by higher rated insurance carriers, making it easier to find more affordable insurance coverage.

While the proposed ordinance reduces the insurance carrier rating, it also eliminates use of surplus line insurers for taxicabs and flat-rate for-hire vehicles, requiring policies to be written only by admitted carriers. This change, viewed by regulatory staff as a compromise to lowering the carrier rating, ensures that residents are protected by the Washington Insurance Guaranty Association (WIGA) if the insurance company becomes insolvent.

Admitted carriers in the State of Washington are required to belong to the WIGA; non-admitted surplus line insurers are not WIGA members.

In addition to the changes noted above, the proposed ordinance includes:

- Increases the minimum uninsured/underinsured motorist (UIM) coverage requirement from \$50K per accident, \$100K aggregate, to \$100K/\$300K respectively. This change aligns King County Code with existing Seattle Municipal Code and is not anticipated to have a material impact on the premium costs for operators.
- Provisional period language that is no longer in effect has been removed.
- A potential pathway for taxi and flat rate operators has been created, allowing for use of chapter 48.177 RCW to determine insurance requirements if the Director approves.

Over the past several years, the for-hire transportation industry has undergone substantial changes with the advent of new smart phone based technology and phone apps that match drivers and riders. Increased competition has resulted in a declining market share for traditional taxi and flat-rate operators, with vehicle owners often unable to lease their for-hire licensed vehicles for a significant portion of each day. For-hire vehicle owners and drivers are most often immigrants from east Africa, some with limited English proficiency. While typical wages in this industry are estimated at just above State minimum wage levels, the work is often a lifeline for many immigrants working to support themselves and their families.

The Records and Licensing Services (RALS) Division and the City of Seattle's Finance and Administrative Services (FAS) Division were approached by multiple taxi and for-hire operators and owners, and local insurance brokers, lobbying to reduce the insurance rating back to B VII rather than B+ VII. In considering the request, County and City regulatory staff met and consulted with the Office of Risk Management in the County, the Risk Management Division in the City, insurance brokers that assist the County in obtaining various insurance policies, the Prosecuting Attorney's Office and outside counsel with specific insurance expertise.

Under the City of Seattle's rule making authority, the carrier rating has been temporarily set to the same level as is now being proposed by the attached proposed ordinance, and a similar proposed ordinance being considered by the City. The City's rule effects City only vehicles; for-hire vehicles licensed only by the County, and dual (City/County) licensed vehicles, must wait for County approval before they can benefit from the proposed changes. Given the timing of insurance policy renewals, many of which will be renewed between June and October, vehicle owners would benefit significantly from an expedited legislative review process.

The changes contemplated in the proposed ordinance align with the King County Strategic Plan goal to, "Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities" and the associated objective to, "meet the growing need for

The Honorable Joe McDermott

July 5, 2016

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transportation services and facilities throughout the county.” This proposal leverages strategy 2b, “coordinate and develop services for an integrated and seamless regional transportation program, and 2c, “meet the transportation needs of low-income and other under-served populations.”

In addition, the proposed ordinance aligns with the Service Excellence goal to, “establish a culture of customer service and deliver services that are responsive to community needs,” and the associated objective to, “Increase access to King County services, personnel, and information.” The proposed ordinance leverages strategy 4d, to “consider fairness and opportunity for all in policy, budget and service decisions.

Thank you for your consideration of this ordinance. The changes in this proposed ordinance are anticipated to provide the local for-hire transportation industry, in particular taxicab and flat-rate vehicle owners and drivers, increased flexibility with respect to obtaining required liability insurance, while also balancing the interest of public safety and consumer protection. While these changes will not change the economic challenges created by increased competition within the industry, they are intended to generate greater access to affordable liability insurance for local for-hire transportation operators.

If you have any questions, please feel free to contact Sean Bouffiou, Acting Deputy Director, Department of Executive Services, Records and Licensing Services Division at 206-263-2875.

Sincerely,

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
Caroline Whalen, County Administrative Officer, Department of Executive Services (DES)
Norm Alberg, Director, Records and Licensing Services Division (RALS), DES
Sean Bouffiou, Acting Deputy Director, RALS, DES
Eddie Cantu, Licensing Manager, RALS, DES

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King County

**Metropolitan King County Council
Government Accountability and Oversight Committee**

STAFF REPORT

Agenda Item:	8	Name:	Hiedi Popochock
Proposed No.:	2016-B0163	Date:	August 23, 2016

SUBJECT

A briefing on the status of the implementation of Department of Elections’ Ballot Drop-off Location Plan.

SUMMARY

In May 2016, Council approved Motion 14364 that authorized the Department of Elections (“Elections”) to implement its Ballot Drop-off Location Plan (“the Plan”) in order to deploy 33 new ballot drop boxes across King County in time for the 2016 November General election.

At today’s briefing, Elections staff will provide the Government, Accountability and Oversight Committee with an update on implementing the Plan.

BACKGROUND

In December 2015, Council approved Motion 14491 that requested the director of Elections to develop and transmit a plan by April 30, 2016 to improve access to and convenience of ballot drop-off locations in King County.

Motion 14491 reads:

- A. *“The director of elections is requested to develop and transmit to the council a plan to improve access to and convenience of ballot drop-off locations throughout King County, including:*
 - 1. *A proposed number of additional drop-off locations to ensure geographic equity;*
 - 2. *Proposed sites for the drop-off locations;*
 - 3. *Estimated costs; and*
 - 4. *An implementation timeline.*

- B. *The plan should include an analysis of the feasibility and desirability of using all public library locations in King County, including Seattle Public*

Libraries and the King County Library System, as a means to ensure geographic equity and convenience for voters.

C. *The plan should include an option for deployment of the expanded drop boxes for the November 2016 general election.*

D. *The director should transmit the plan by April 30, 2016...*”

In February 2016, Council approved Elections’ supplemental budget request of \$351,000 to purchase 37 new ballot drop boxes.¹ In addition, Council included a proviso stipulating the new drop boxes shall not be installed until the director of Elections transmits a ballot drop box location plan as requested in Motion 14491 and is approved by motion by the Council.

The 2015/2016 Biennial Budget Ordinance 18239, Section 16, Proviso P4 reads:

“Of this appropriation, \$351,000 shall be expended or encumbered solely for the one-time provision of new ballot drop boxes, including twenty-seven for new sites and ten to replace existing boxes, and associated costs including installation and communication to voters and provided further that, of these funds, no funds shall be expended or encumbered to install ballot drop boxes until the director of elections transmits by April 30, 2016, the plan requested by Motion 14491 and a motion that approves the plan and the motion is passed by the council.”

In response to Motion 14491, Elections transmitted the Plan to Council on April 14, 2016 that proposed to have a total of 43 ballot drop boxes (10 existing drop boxes and 33 new drop boxes) deployed in King County for 2016.

On May 2, 2016, Council approved Motion 14364 that authorized Elections to open an additional 33 drop box locations across King County in time for the 2016 November General election as described in the Plan. The Plan also notes that Elections will install the new drop boxes in two phases in 2016. A summary of the two phases is described below.

- Phase One: Nineteen new drop boxes will be installed prior to the August 2016 Primary Election. Table 1 illustrates the 19 locations where a new drop box will be installed in the first phase.
- Phase Two: Fourteen additional new drop boxes will be installed in time for the November 2016 General Election. Table 2 illustrates the 14 locations where a new drop box will be installed.

¹ Ordinance 18239

**Table 1: Phase One
New Drop Box Installation Locations**

August Primary Election	
Algona-Pacific Library (<i>Pacific</i>)	New Holly Library (<i>Seattle</i>)
Auburn Library	Sammamish City Hall
Bellevue Regional Library	Shoreline Library
Broadview Library (<i>Seattle</i>)	Skyway Library
Enumclaw Library	Tahoma School District Building (<i>Maple Valley</i>)
Fairwood Library (<i>Renton</i>)	University of Washington Campus (<i>Seattle</i>)
Green Lake Library (<i>Seattle</i>)	Valley View Library (<i>SeaTac</i>)
High Point Library (<i>Seattle</i>)	White Center Library
Kirkland City Hall	Woodinville Library
Lake City Library (<i>Seattle</i>)	

**Table 2: Phase Two
New Drop Box Installation Locations**

November General Election	
Beacon Hill Library (<i>Seattle</i>)	Kingsgate Library (<i>Kirkland</i>)
Bothell Regional Library	Muckleshoot Library (<i>Auburn</i>)
Capitol Hill (TBD)	Rainier Community Center (TBD) (<i>Seattle</i>)
Chinatown/International District (TBD)	Renton Highlands (TBD)
Covington Library	Snoqualmie Library
Highline College (TBD) (<i>Des Moines</i>)	South Park Library (<i>Seattle</i>)
Kent East Hill (TBD)	Vashon Library

In July 2016, Council approved the 2015/2016 Biennial Budget Ordinance 18316, which included an amendment to Elections' budget proviso in Ordinance 18239 to accurately reflect the approved number of new ballot drop boxes and locations as identified in the Plan in Motion 14364. The approved Plan indicated that 33 new drop boxes will be installed at new drop box locations and seven existing drop boxes will be replaced at existing locations. The amended proviso is provided below.

The 2015/2016 Biennial Budget Ordinance 18316, Section 9, Proviso P4 reads:

“Of this appropriation, \$351,000 shall be expended or encumbered solely for the one-time provision of thirty-seven new ballot drop boxes, together with three ballot drop boxes already purchased by the department of elections to be placed at locations in accordance with the plan approved by Motion 14634, including thirty-three boxes for new locations and seven boxes to replace existing boxes at their current locations, and associated costs including installation of forty new ballot drop boxes and communication to voters about the expanded number of ballot drop boxes. The motion shall reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion.”

The Plan states that Elections will be providing the Council with an addendum to the Plan by July 1, 2016 in order to provide a final list of proposed Phase Two locations once site agreements are in place. Today, Elections staff will provide a brief update on the progress of installing or replacing the 40 new drop boxes and the status of the Phase Two drop box locations identified in the Council approved Plan.

INVITED

1. Julie Wise, Director, Department of Elections



King County

**Government, Accountability, and
Oversight Committee**

August 23, 2016

**Agenda Item No. 9
Briefing No. 2016-B0161**

WTD Rates Audit

**Materials for this item will be available at the
meeting.**