



**King County, Washington
Strategic Information Technology
Plan 2016 – 2019**

2019 Update

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2019 Strategic Information Technology Plan Update

In 2015 - 2016, the Department of Information Technology, also known as King County Information Technology or KCIT, developed and published the [Strategic Information Technology Plan \(SITP\) 2016 – 2018](#) which provides strategic direction regarding King County's information technology. A code revision extends the SITP to cover the years from 2016 through 2019, to align with the new four-year timeframe described in King County Code 2A.380.200 (B). King County Code 2A.380.200 (B) also requires the submittal of an annual update on the progress towards strategic goals and objectives contained in the SITP. This report provides that update.

This strategic information technology plan update captures a year of outstanding achievements for King County and KCIT. Information technology plays a critical role in driving forward the Executive's priorities for [Best Run Government](#), [Equity and Social Justice](#), [Climate Change](#), and [Regional Mobility](#), helping to change our Puget Sound community for the better. This report also supports the Equity and Social Justice strategic plan by sharing progress related to digital equity, one of the pro policy agenda's contained within that plan.

Since the [April 2018 update](#), KCIT's focus has been on transforming the delivery of government services and delivering value for our County business partners and to members of the community. This 2019 update reflects progress on the five technology priorities: Civic Engagement, Data Driven, Effective Digital Systems, Mobility and Workforce Empowerment. The accomplishments reflect these technology strategies enabling our business partners to accomplish goals as stated in the [King County Strategic Plan](#) and agencies' lines of business plans.

Highlights of this report include:

- Launched King County's first mobile application, King County Connect, which enables residents to connect with King County on their smart phone. The application is available in both the Apple and Google stores. Initial functionality allows reporting of noxious weeds or contacting the county with questions. The mobile platform required the use of new technologies and architectures within our KCIT environment and will enable more rapid delivery of mobile business solutions going forward. Resident demand for mobile solutions they can download to their phones continues to rise.
- Significantly improved the county's data maturity beyond targeted strategic goals. This was done through the rapid acquisition and growth of staff to initiate, design, architect, and build enterprise data management platforms utilized on large capital efforts like the health data hub, transit data warehouse, and jail management system efforts.
- Recognized as a [top digital county](#) for over 10 years while also receiving [innovation awards](#) in 2018, validating that KCIT is contributing towards King County being a Best Run Government.

Measurement Methodology

The annual strategic update is an opportunity to report on KCIT's progress as the County's technology services provider. The update will focus on two areas:

- Highlighting key accomplishments in each of our five priority areas as well as operational measurements.
- Reporting on each individual performance measurement.

In 2018, KCIT reported on 17 measurements. There are 16 measurements for 2019. Two of the measures from 2018 were combined into one for 2019.

Overall, 14 measurements were either on track or had completed or surpassed their strategic targets. Two of the operational measures are being watched as we implement targeted continuous improvements. We have also included information for two of the metrics that were not reported against in either year. These metrics were considered under construction in 2018 and have been dropped in 2019.

Strategic Objective Goal Area	# Measurements Tracked in 2018	# Measurements Tracked in 2019
Digital Civic Engagement	3	3
Workforce Empowerment	3	2
Data Driven	1	1
Mobility	5	5
Effective Digital Systems	2	2
Operational Performance	3	3

[Appendix A](#) provides additional information about each of these individual measurements.

Results by Technology Priority

Data Driven	Accomplishments to Date
<div data-bbox="371 327 607 562" data-label="Image"> </div> <p data-bbox="402 596 578 632">Data Driven</p> <p data-bbox="147 674 834 814">Increased utilization of data to understand the current situation, analyze opportunities, measure results, and make more informed initial and corrective decisions.</p>	<p data-bbox="862 386 1442 569">Significant increase in data maturity from ‘fragmented’ to ‘standardized’ due to increased organizational capability and progress on critical enterprise initiatives including:</p> <ul data-bbox="862 585 1386 768" style="list-style-type: none"> ▪ Data management ▪ Health data hub ▪ T-bird (Transit Data Warehousing Initiative) ▪ JMS (Jail Management System)
Digital Civic Engagement	Accomplishments to Date
<div data-bbox="386 898 594 1108" data-label="Image"> </div> <p data-bbox="298 1163 683 1199">Digital Civic Engagement</p> <p data-bbox="168 1241 813 1381">Leverage technology platforms and tools as a channel to increase the opportunities, convenience and audience engaging with government.</p>	<ul data-bbox="862 911 1490 1346" style="list-style-type: none"> ▪ Continued increase in subscription services that provide targeted program and other information to interested audiences ▪ Increased commitment and progress to better understanding and acting upon digital inequities in King County ▪ Continued high web and social media interest despite increased public mistrust of some social media platforms
Effective Digital Systems	Accomplishments to Date
<div data-bbox="386 1472 594 1682" data-label="Image"> </div> <p data-bbox="298 1717 683 1753">Effective Digital Systems</p> <p data-bbox="147 1795 834 1936">Increase value to customers by providing high quality digital systems to better meet their needs using standard components and continuous process improvement.</p>	<ul data-bbox="862 1478 1503 1839" style="list-style-type: none"> ▪ Increased awareness, understanding, and attention to critical system availability leading to more appropriate recovery investments for both existing and new systems ▪ Creation of API (Application Programming Interface) service management allowing for a standard way to integrate services regardless of location or provider

Mobility	Accomplishments to Date
<div data-bbox="381 233 587 443" data-label="Image"> </div> <p data-bbox="418 485 560 527" style="text-align: center;">Mobility</p> <p data-bbox="151 562 829 667">Engage and empower residents and employees to interact and transact business when and where most appropriate and convenient.</p>	<ul style="list-style-type: none"> <li data-bbox="862 247 1479 394">▪ King County Connect launched as County's enterprise mobility platform delivering noxious weed reporting and 'contact us' functionality to smart phones <li data-bbox="862 432 1442 537">▪ Laptops are our standard, on track for 80% of our inventory to be laptops by 2020 <li data-bbox="862 575 1463 680">▪ Enhanced Wireless projects throughout King County (King Street Center and others)
Workforce Empowerment	Accomplishments to Date
<div data-bbox="370 758 602 989" data-label="Image"> </div> <p data-bbox="293 1020 683 1062" style="text-align: center;">Workforce Empowerment</p> <p data-bbox="164 1094 813 1161">Employees effectively using IT platforms and tools to drive business process improvements.</p>	<ul style="list-style-type: none"> <li data-bbox="862 758 1425 863">▪ Offering demand-driven training that delivers innovation capabilities to the business <ul style="list-style-type: none"> <li data-bbox="954 867 1162 898">○ SharePoint <li data-bbox="954 905 1130 936">○ Power BI <li data-bbox="954 942 1138 974">○ OneDrive <li data-bbox="954 980 1463 1012">○ In Contact (Call Center software) <li data-bbox="954 1018 1243 1050">○ Basic Computing <li data-bbox="954 1056 1317 1087">○ Crucial Conversations

Operational Accomplishments

Accomplishments to Date
<ul style="list-style-type: none"> <li data-bbox="142 1383 1495 1562">▪ Improved our customer facing dashboard to include MSA (Master Service Agreement) data from our new ticketing system. Four additional areas are also presented on the dashboard and are tied to existing data systems: intake information on new customer requests, professional services and project oversight information related to projects, essential Services that meet recovery time objectives, and application portfolio information. <li data-bbox="142 1568 1495 1673">▪ Implemented new ticketing system (Cherwell) with improved, simplified self-reporting options as well as live chat (in Beta) to better speed submission and response for both incidents and requests. <li data-bbox="142 1680 1495 1858">▪ Building and expanding on our standard delivery framework, KCIT has implement intake standards for new work and implemented a standard DevOps (for moving from Development to Operations) tools for conducting agile upgrades and structured code control/management improving implementation and support effectiveness. A Scaled Agile Framework (SAFe) is currently being evaluated to iteratively continue our process improvements. <li data-bbox="142 1864 1495 1923">▪ Lean efforts to streamline on-boarding of new employees as well as the management of end-user device replacement regardless of location.

Project Benefit Achievement Results

King County Code 2.16.025 requires the development and transmittal of a report on the benefits achieved from technology projects to occur every other year. Preliminary results for 2018 indicate:

In total, the BAP (Benefit Achievement Plan) report will include 107 BAPs, of which:

- 44 are for projects that have an active status
- 39 are for completed projects, including 5 cancelled projects
- 20 are for new projects approved in the 2019-2020 biennial budget
- 4 are for projects that are on hold

Out of 39 closed projects:

- 31 are final BAPs
- 8 need more time to realize and measure benefits

Out of 31 final BAPs:

- 15 projects fully met or exceeded target benefits
- 9 projects partially met target benefits
- 5 projects did not meet target benefits
- 2 projects got cancelled because another solution was identified








48% of projects submitting final BAPs fully met or exceeded target benefits. Another 29% partially met their targeted benefits. In aggregate, 77% either fully or partially met their expected benefits.

Further information on each project and their reported benefit plans and results can be seen in the IT Benefits Report for Year Ending 2018 created by the Office of Performance, Strategy, and Budget and transmitted to Council in April 2019.

Appendix A – Strategic Technology Indicators by Objective

Appendix A provides an overview of each of the performance measurements that KCIT uses to track progress in each of the five Strategic Goal Areas and the IT Operational Performance Measures.

The following symbols and criteria are used to assess each of the individual measurements:

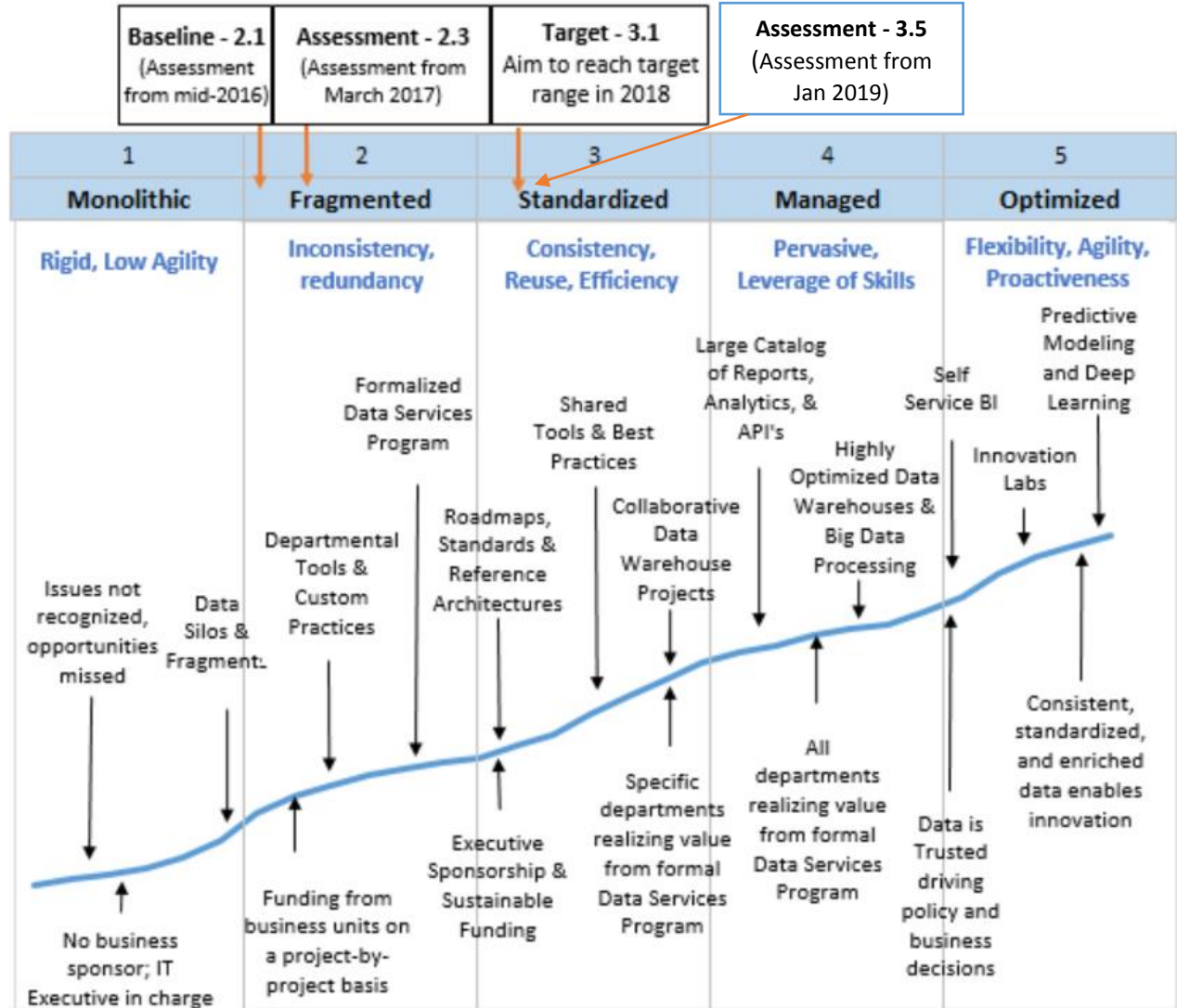
Symbol	Status	Notes
	On Track	A green check-mark indicates that the measurement is on track and making progress as expected.
	Watching	A magnifying glass indicates that the measurement is not on track in regards to planned progress for the year or is not on track in regards to long-term targets associated with the measurement. For all measurements with a Watching status, additional information is provided regarding how KCIT plans to continue to improve performance in 2019.
	Under Construction	An under construction sign indicates that KCIT has not yet developed a particular measurement. Because we are most of the way through this plan, any measure that were still under construction have been dropped.
	Refreshed	An orange “refresh” symbol indicates that KCIT has determined that this particular measurement warranted modification. For all measurements with a Refreshed status, additional information is provided regarding how and why the measurement was modified.
	Dropped	A red “x” indicates that KCIT determined this particular measurement no longer provided value to the Department and/or the County in regards to ensuring continued progress towards our states goals and objectives. For all measurements with a Dropped status, additional information is provided regarding why the measurement was dropped. When applicable, additional information is also provided for a potential replacement measurement (not all measurements that were dropped were replaced).
	Moved	A blue arrow facing to the right indicates that the measurement has moved from one Strategic Goal area to another one. The moved arrow will show up in the Goal area where the measurement was aligned in the 2017 Update with a reference to where the measurement has been moved to.
	Finished	A checkered flag indicates that the goal has been fully met.

DATA DRIVEN

Outcome 1 - KCIT's Data Services Maturity Assessment



Surpassed Goal



Highlights/Progress:

King County's overall data maturity has made significant strides since the introduction of this strategic plan and has already surpassed the targeted maturity level identified, being assessed at 3.5. This is solidly in the middle of the standardized maturity level and acknowledges significant progress. Highlights over the past year include:

Health data hub

KCIT has defined standards for data warehousing (Azure Data warehouse), data ingestion (Azure Data Lake), ETL or Extract, Transform, and Load (Informatica), and reporting (PowerBI).

Leveraging our standards, we are developing and implementing an integrated health data portal that includes data from multiple, prior silos to improve health care delivery to our residents

TBIRD (Transit Data Warehousing Initiative)

KCIT has defined standards for data warehousing (Azure Data warehouse), data ingestion (Azure Data Lake), ETL (Informatica), and reporting (PowerBI). Leveraging our standards, we are developing and implementing a data warehousing and reporting solution that includes data from multiple, prior silos so the already award winning King County Metro department can improve performance and quality of transit services to the residents of the County.

JMS (Jail Management System)

Leveraging our standard platform for constituent and case management, Microsoft Dynamics, KCIT is transitioning from legacy systems and data into an integrated, modern platform that will transform the delivery of detention services. This will dramatically improve the efficiency and safety of jail operations in the County and prepare it to rapidly adopt enhanced capabilities in the future.

Data management

Through strong vision and support by executive leadership, establishing a standard platform (Informatica) allows the County to move away from legacy, time-consuming point-to-point integration solutions to a modern, scalable ETL platform that provides modern data best practices and supports the ever increasing data management needs of the County.

Future Outcome 2 – BI Inquiries and Visualization

 **Dropped**

This metric was a place holder for when the county would be able to measure consistent use of analytic tools. While many inquiries and visualizations are occurring throughout the county, it isn't easily possible or worthwhile at this point to try and count them since they occur throughout our organizations, using different platforms and tools, and in various stages of development/completeness. For this reason, we are dropping this placeholder. It can be re-addressed in the next strategic plan which should consider how to best measure how data is used to inform decision making.

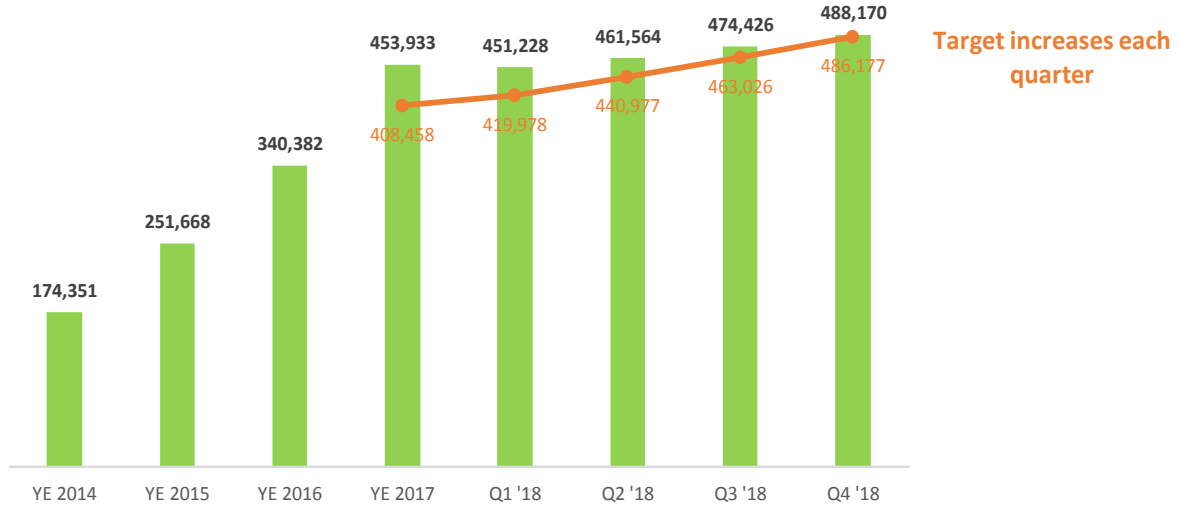
DIGITAL CIVIC ENGAGEMENT

Outcome 1A - Total Subscribers to King County Social Media Accounts and Blogs



On Track

Number Subscribers to King County Social Media and Blogs (Facebook, Twitter, etc.)



As expected, our social media growth slowed in 2018, compared to the steep increases on 2016 and 2017. Our social audience fluctuated in 2018 due to several factors, including a slowdown in Facebook growth due to users' concerns about the platform, and ongoing efforts of Facebook and Twitter to police and remove fake and inactive accounts. We have also become more rigorous in how we count active social accounts; some inactive accounts were removed from our tracking in 2018. Combined, these changes account for the slight drop (less than 1%) between Year End 2017 and Q1 2018. In addition, we are regularly reviewing our social media activity and using industry best practices to determine how to maintain and grow our existing audience on current platforms, as well as which platforms to adopt.

In 2019 we will update and strengthen the foundation for King County's digital engagement, our Social Media Policy, to reflect current conditions and best practices. Additionally, we are working to train staff on new tools and techniques to ensure King County continues to use social media to engage, educate and empower its residents.

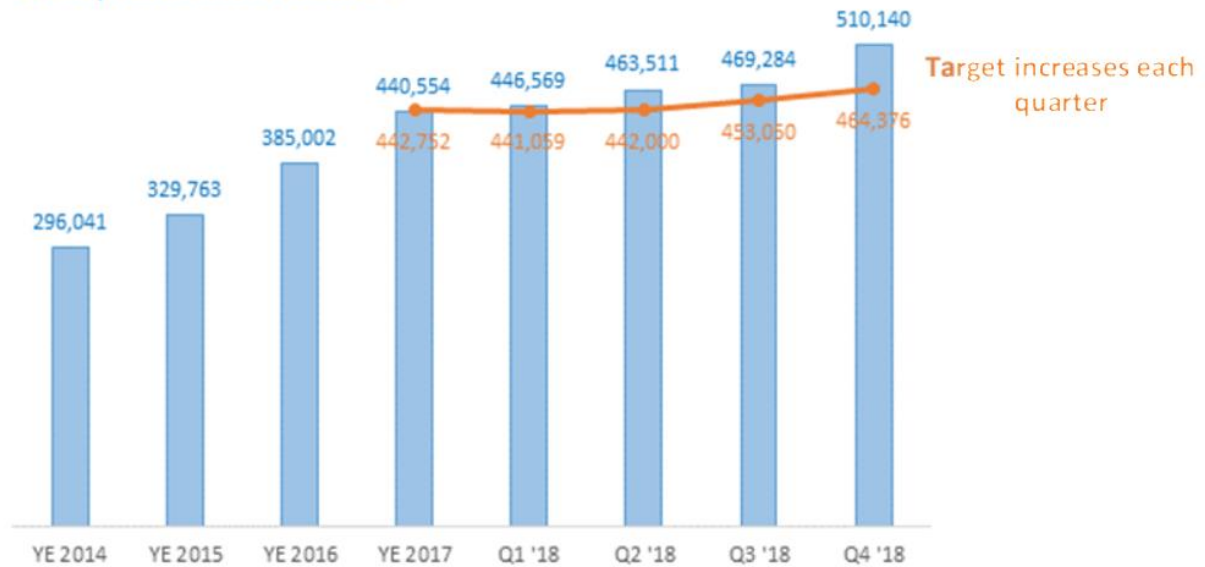
Going forward, we should expect much more gradual growth as a result of changes to social platforms and shifting audience behavior. Users have become savvier about which platforms they use and who they follow. To counteract the slow growth of Facebook and Twitter, we're investing in emerging platforms, such as Instagram and Nextdoor, to engage with our residents on the platforms where they feel most comfortable.

Outcome 1B – Subscribers to King County Electronic Newsletters



On Track

Number Subscribers to King County Electronic Newsletters



King County's electronic newsletter subscriptions surpassed 500,000 for the first time in 2018. The steady increase is a result of ongoing efforts to expand our offerings and providing outreach to identify the right audiences.

In 2019 we will use our available analytics to better understand audience behavior and adapt our content to reflect what subscribers want from King County. We are still considering a measurement that tracks reach. We have not yet finalized an approach that reflects this complex and ever-changing environment appropriately.

Going forward, we should expect continued growth as additional King County workgroups rely on email newsletters to tell their stories and keep residents engaged. Unlike social media, which has challenges related to platform popularity and audience trust, email remains a straightforward, trusted and effective way to communicate with our audiences.

Future Outcome 1C – Promoting Digital Civic Engagement



On Track

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



Do homework online



Attend online class, meeting or webinar

Including digital equity in King County's Equity and Social Justice (ESJ) Strategic Plan has resulted in more awareness of digital inequity's downstream impacts on future generations. Focusing upstream and working toward removing current inequities can have the greatest impact so that today's youth are not left behind in our digital society.

Due to the growing awareness of digital inequity, a proviso was placed on KCIT's 2019-2020 budget to deliver a report to Council on options to increase broadband internet access in unserved or underserved areas of the county. The report will better define unserved and underserved communities, where they are located, and the causes of digital inequity. It will also include current efforts to expand digital access at the household and community levels, as well as options for addressing the growing disparities. Such options may include how to leverage the county's Institutional Network (I-Net) assets, collaboration with regional partners — such as the Community Connectivity Consortium — and utilization of emerging technologies.

Progress toward creating this report is currently underway, with RFP responses reviewed and vendor selection underway. Strong partner expertise and experience is critical to understanding our situation. Our goal is to find short- and long-term solutions that are effective and workable.

Additional progress toward building digital equity within KCIT include:

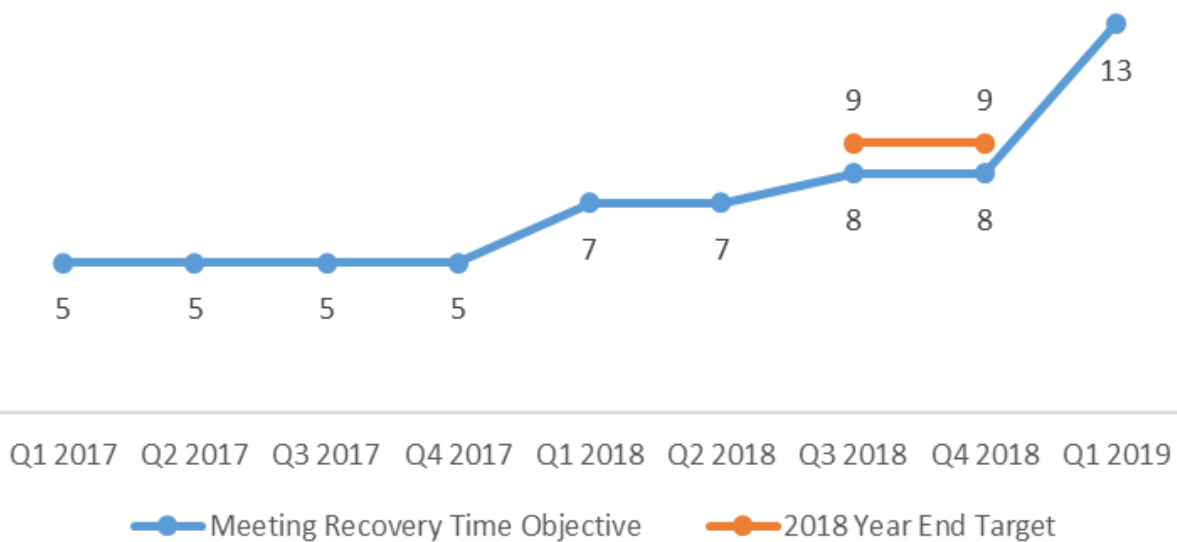
- Standardizing the use of the Office of Equity and Social Justice's Equity Impact Review (EIR) tool across IT capital project requests.
- The creation of a King County digital equity dashboard.
- Because place matters, collaborating with our geographic information system service provider, ESRI (Environmental Systems Research Institute), on a GIS (Geographical Information System) equity scorecard that will be used by King County — and available to other jurisdictions — to determine common digital equity scores across communities in King County and beyond. The scorecard is designed to apply to topics in addition to digital equity, and could be used to measure other equity and social justice pro-policy agendas.

EFFECTIVE DIGITAL SYSTEMS

Outcome 1 - Percent of KCIT's Essential Services Meeting Their Customer-Defined Recovering Time Objectives (RTO)

 On Track

King County Essential Services Meeting Their Recovery Time Objective (RTO)



Through KCIT's Business Continuity Program, we are steadily bringing greater awareness to the number of Essential Services which do not currently meet their Recovery Time Objectives (RTO). A Recovery Time Objective is how long the business can go without this service from the start of an event until recovery. RTOs can vary from needing to be restored within 24 hours to needing to be restored within 72 hours, depending on the business and time sensitivity requirements for the essential service.

2018 focused on working with business owners of critical services to evaluate their current systems and seek funding to upgrade systems and applications when appropriate. The recent upgrade of the Department of Public Defense's Legal Files system allowed six essential services tied to this one system to now meet their defined RTO. The first of these six upgrades was counted in Q4 2018. The additional five were counted in Q1 2019.

We expect a steady increase in Essential Services meeting the RTOs as additional upgrades and work in progress is completed. We are also looking at ways to make future systems resilient up front as part of the design process.

Outcome 2 – KCIT’s Service Oriented Architecture (SOA) Road Map



Action Item	Q1 '18	Q2	Q3	Q4	Q1 '19	Q2	Q3	Q4
Implementation of two of the most urgent items in the Microsoft SOA recommendations report			✓					
Azure Application Programming Interface (API) Management established with security / governance / rules				✓				
Establish needed environments (development, test, and production) for API service management. This includes establishing standards that are adopted by our Architectural Review Team (ART).					✓			
Broaden service governance efforts to the Enterprise Level								

KCIT successfully completed the SOA roadmap items in 2018. Four items on the SOA recommendations report that were accomplished included:

- Deploy an API gateway
- Implement a distributed Service Bus architecture for integrations
- Establish development and DevOps principles and guidelines
- Refine and Extend Services Architecture by leveraging patterns

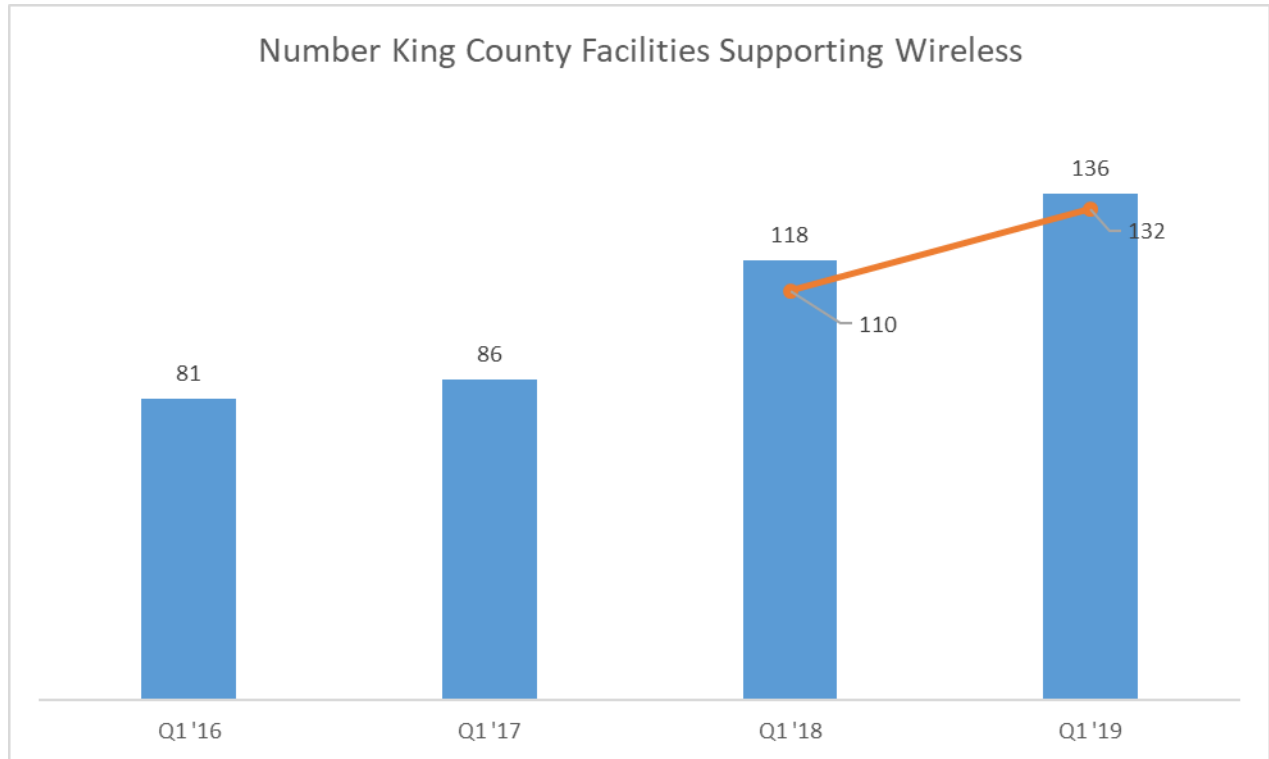
In addition, the Azure API management service was successfully implemented and utilized by both SaaS vendors as well as internal users.

Going forward, additional roadmap items for 2019 include establishing the needed environments for full production use, which has already been accomplished, and broadening the service governance’s efforts to the enterprise level.

MOBILITY

Outcome 1A - Number of King County Facilities Supporting Wireless

 On Track



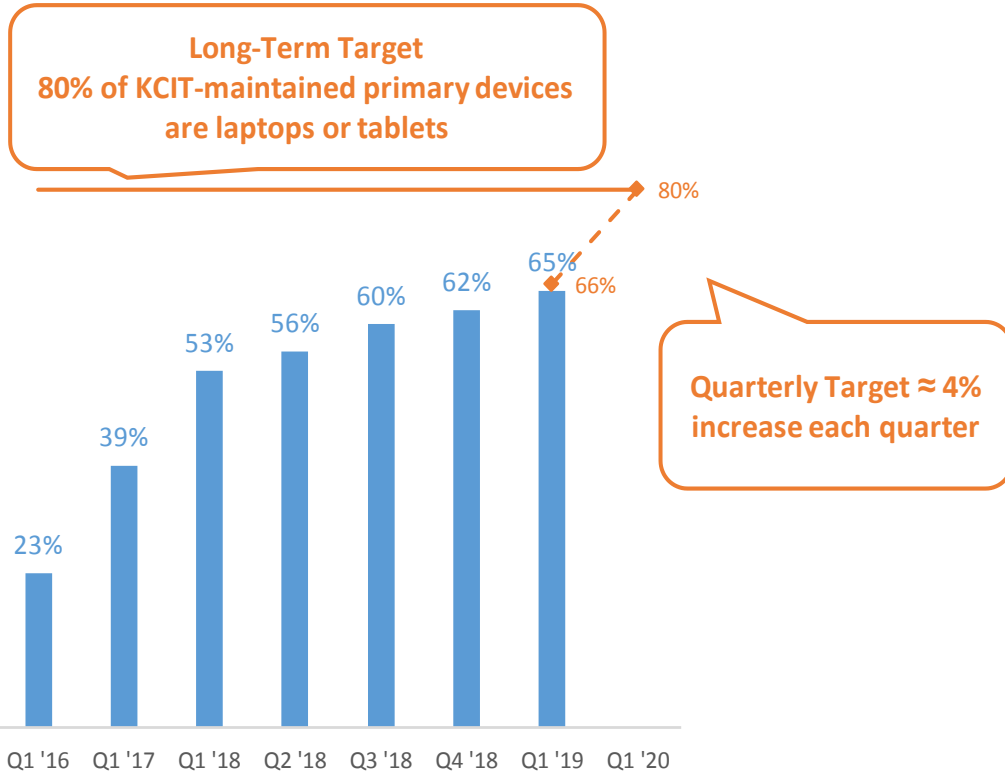
In 2018, KCIT Wireless Expansion project focused on upgrading wireless throughout King Street Center. KCIT was also able to bring 18 additional enhanced wireless sites on-line in 2018. As of early 2019, King County has 28 sites with enhanced wireless and 108 with standard wireless for a total of 136 County facilities with wireless access.

In 2019, the project's focus is on the King County Correctional Facility and the Norm Maleng Regional Justice Center. Wireless is a key component of the Jail Management system, and will provide wireless access throughout both buildings. The Chinook Building and the King County Administration building will be the next sites to receive enhanced wireless. Both sites are slated to begin upgrades to enhanced wireless in late 2019.

Outcome 1B – % of King County Workstations that are Laptops (rather than Desktops), based on devices maintained and supported by KCIT



% King County Workstations that are Laptops (rather than Desktops)



KCIT continues to make steady progress deploying laptops as the County’s new device standard. We are averaging an increase between 2% and 4% each quarter and are on track to achieve 80% laptop deployment by 2020.

At the end of Q1 2019, 68% of Executive Branch agencies are using laptops rather than desktops as their primary device. Countywide, including Separately Elects, the overall percentage of laptops drops to 65%. We believe we are still on track to reach 80% laptop usage in 2020.

Outcome 2 – KCIT’s IT Mobility Program Road Map with Key Milestones

 On Track

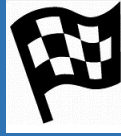
Action Items	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
A. Key services necessary for mobile app infrastructure in development (framework)		✓						
B. UI / UX Factors defined and templated		✓						
C. App Store Processes Defined and Validated			✓					
D. Mobile application development in process			✓					
E. Launch initial mobile app in public stores					✓			
F. Add Spanish language operability								
G. Add accessibility (extra-large fonts, screen readers)								
H. Expanded customer feedback (Lite 311)								
I. Add applets (like Flood Reporting or MEO drug reporting)								

KCIT has successfully completed all four mobility roadmap items for 2018 and is actively working towards the five items identified for 2019, having already completed the first milestone by launching the KC Connects mobile application early this year. The mobile app is now available in both the Apple and Android stores and includes functionality for reporting noxious weeds as well as a ‘Contact Us’ feature that utilizes an existing platform used to contact King County from the web.

The additional milestones for 2019 include adding Spanish and other languages to increase applicability across our constituency, improving accessibility, enabling expanded customer feedback, and adding more functionality through additional applets. These additions will utilize cognitive services and GIS capabilities to allow advanced reporting of noxious weeds, events, and concerns.

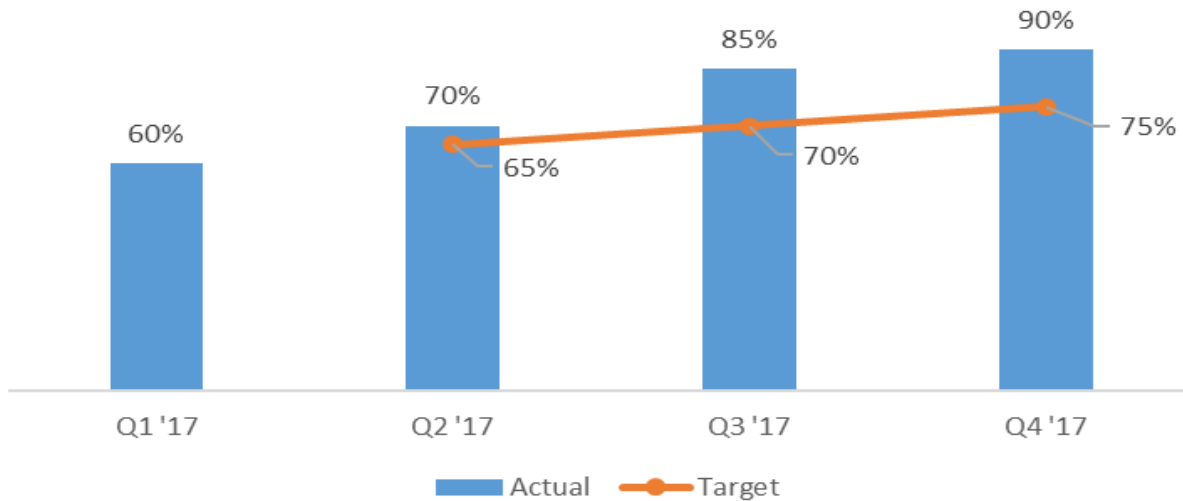
In addition, KCIT will be coordinating with regional collaborators on a targeted hackfest to enable expanded employee engagement while hoping to ‘break-free’ solutions in a rapid/focused process related to our mobile app as well as other opportunities. The initial creation of the King County Connect noxious weeds application came from a hackfest in 2018.

Outcome 3 – Percentage of King County’s Web Environment that Leverage Our Standard Template



Complete

Percentage of King County's Web Environment Leveraging Our Standard Template



KCIT made significant progress in 2017 converting the majority of the site to use one standard template. This created a consistent (and much improved) experience for site visitors.

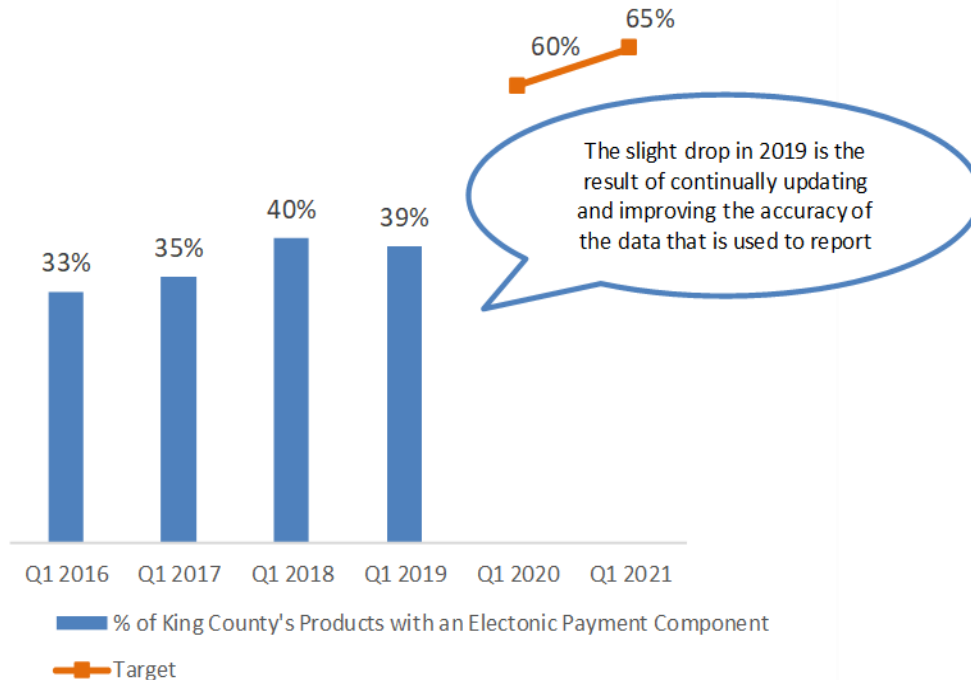
As part of the 2019/2020 biennium, there is a KingCounty.gov redesign project underway to modernize the user experience, with a goal of 100% consistency / standardization for KC.gov.

Outcome 4 – Electronic Payments



Refreshed and On Track

Percentage King County Products That Can Be Purchased with an Electronic Payment (Credit Card On-Line; Credit Card at Point of Sale; IVR)



As part of our 2019 work plan, we will refresh the timing of reaching the targets associated with our long-term goals of 65% or more of King County products being able to be purchased electronically (on-line; using a credit card at the Point of Sale (POS); etc.). We realize that it will take longer to achieve our targets than originally estimated. This is due primarily to the fact that Phase 1 of the Electronic Payment Expansion Project (conversion of existing systems) took longer to fully implement than originally anticipated.

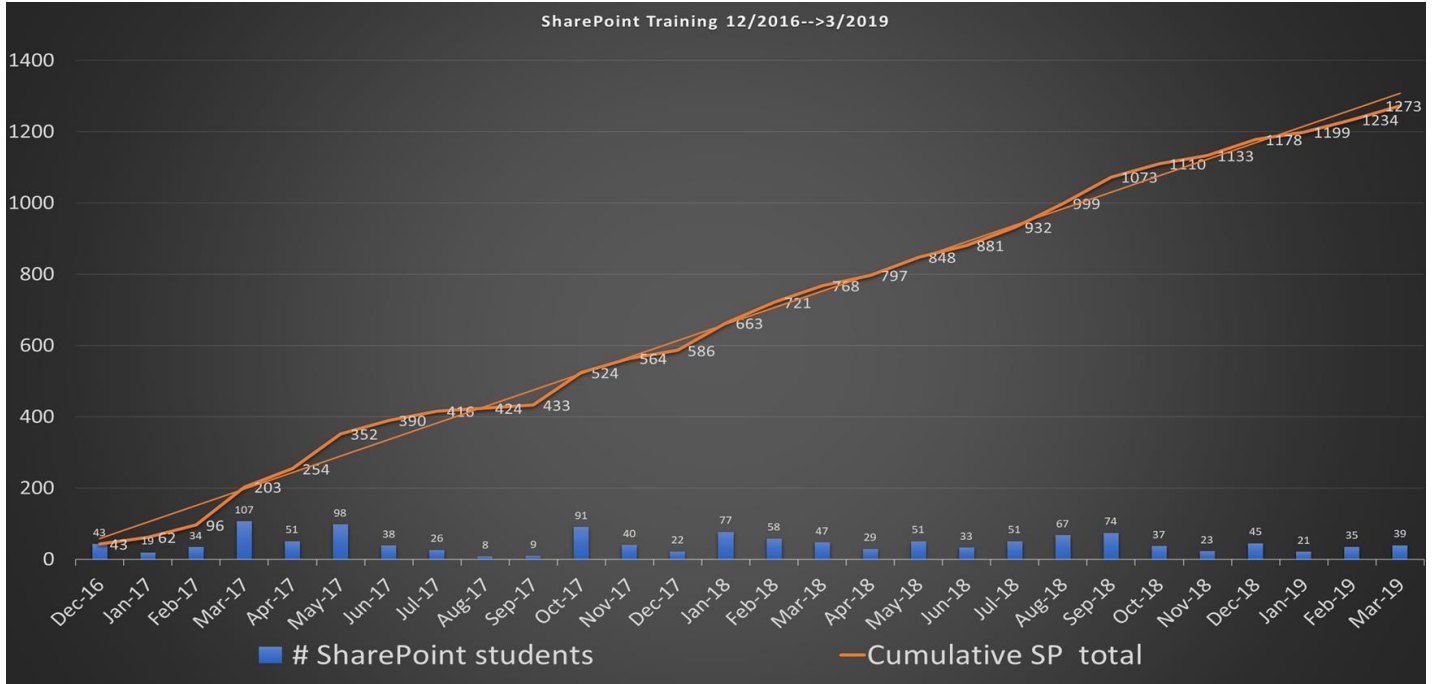
Phase 1 of the project is complete. Phase 1 focused on conversion of existing services to a new service provider (Point & Pay), and the roll-out of a new KCIT online application using the Azure environment to replace KCIT's aging "Payment Engine."

Looking ahead, Phase 2 will focus on introducing new electronic payment services (online, point-of-sale, and/or interactive voice services). Examples include online applications for Central AR and Metro's Fare Violations Program, Park's parking kiosk replacement (POS), and supporting Treasury's implementation of a new integrated cashiering system (POS), and DJA's mid-year transition to Journal Technology's case management system (online & POS). It is important to note that interest among agencies in implementing e-payment services is growing, supporting our goal to make e-payments the norm for conducting business across the county.

WORKFORCE EMPOWERMENT

Outcome 1A - Cumulative Number of King County Employees Participating in a KCIT Sponsored SharePoint Training

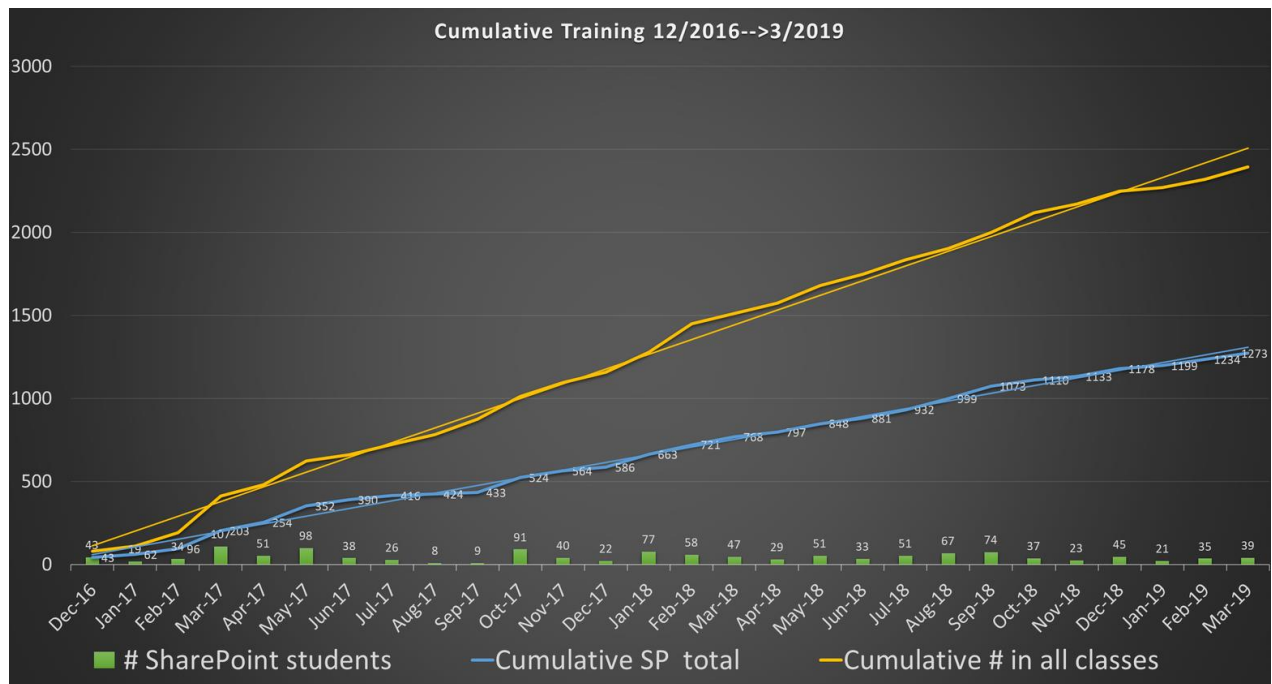
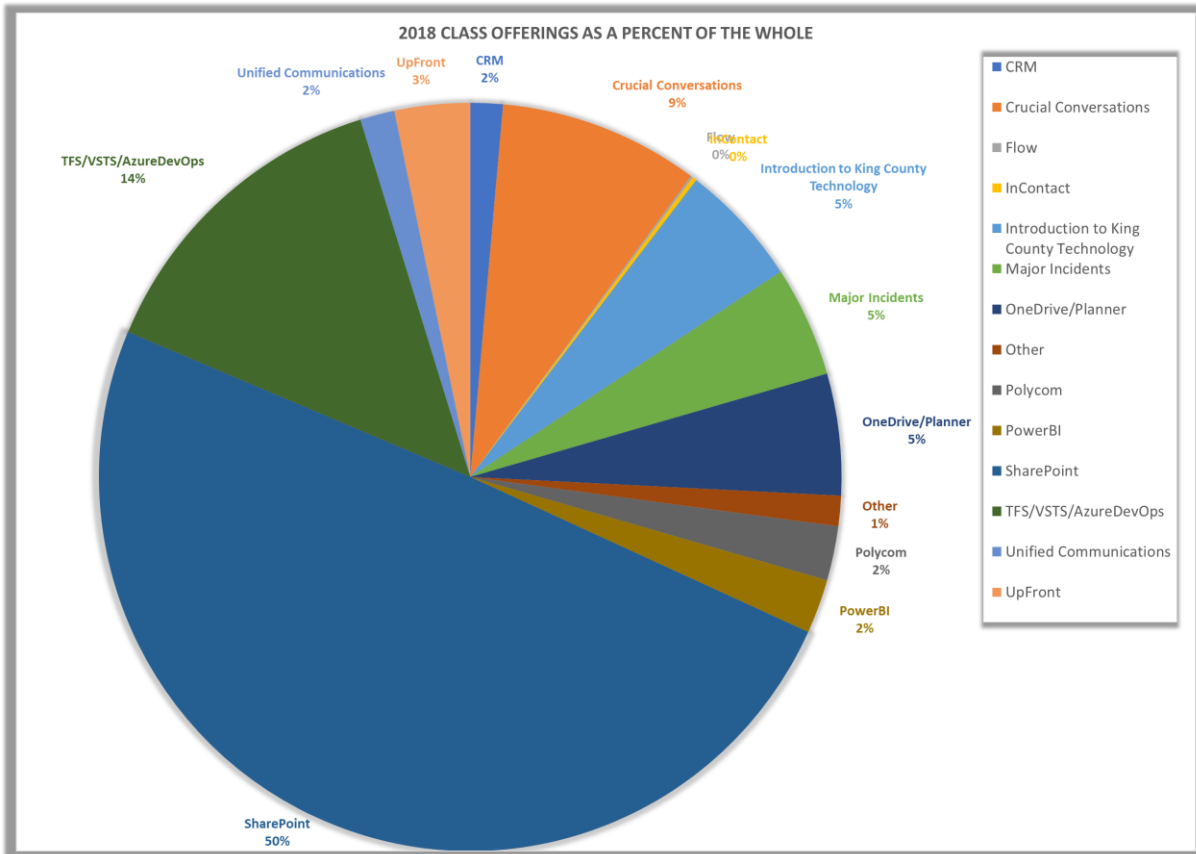
 On Track

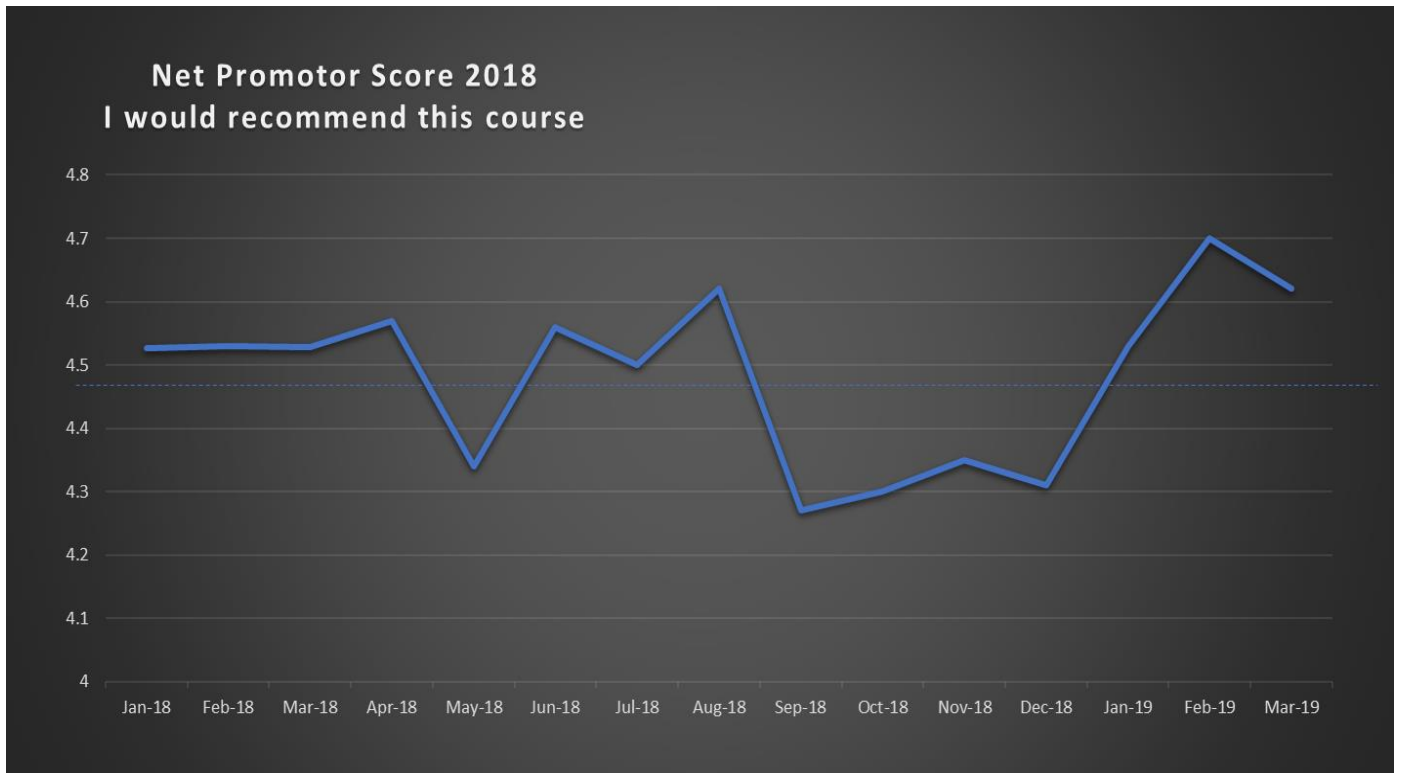


SharePoint training has continued at a steady rate over the past three years providing a mix for all experience levels. SharePoint has remained at a fairly steady 50% of all trainings

Outcome 1B & C – Other Trainings (was PowerBI and In-Contact)

✓ On Track





The mix of courses outside of SharePoint has continued to change as new needs emerge. KCIT has been flexible in ramping up and down courses to meet demand of our customers. An example of this is the in-Contact training that was critical in 2017, but much less important in 2018 once all service centers had ramped up on how to use related systems. Customer satisfaction with the courses remains high as evidenced by the overall net promoter score provided by course attendees. This validates that we are appropriately providing courses needed throughout the county.

IT Operational Performance Measures

Continuing to improve the performance of our IT organization will not only speed the time to accomplishment of strategic objectives but will also help to maximize the counties overall value from IT. The following key IT performance metrics have been identified and will be tracked over the life of the IT strategic plan.

Indicator – Responses to Incidents

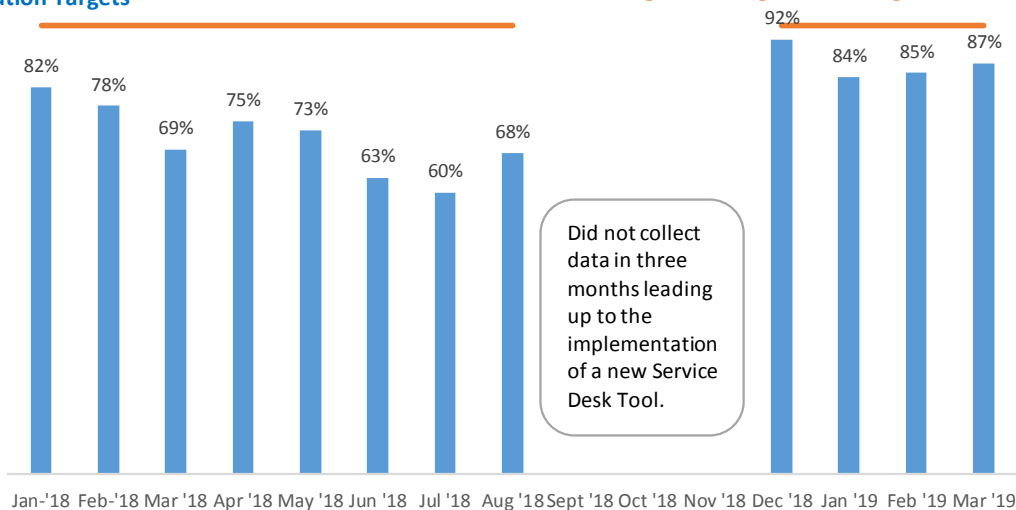


Watching

Restoring Service - % Incidents Resolved Within Targeted Timeframes

% Incidents Meeting Their Resolution Targets

Long-Term Target 95% or higher



KCIT is committed to providing quality and timely customer service. In late 2018, we implemented a modern IT service desk tool that increased our ability to provide timely and appropriate support to our customers. Customer-facing features of our new service desk include: a new self-service ticket entry portal and process that allows for automated ticket routing and a streamlined customer ordering process for computer hardware peripherals and software. We have increased training for our analysts to emphasize the importance of managing incident and request tickets in a consistent manner. The system also allows for more extensive reporting, allowing us to monitor real-time dashboards and provide our customers with reporting options that allow them to analyze trends and patterns within their Departmental usage. Also in 2018, we upgraded our call center's voice system. The new system has more features to help us respond to fluctuations in call volumes and allows us to be more responsive to customer needs during events such as the snow storms in early 2019.

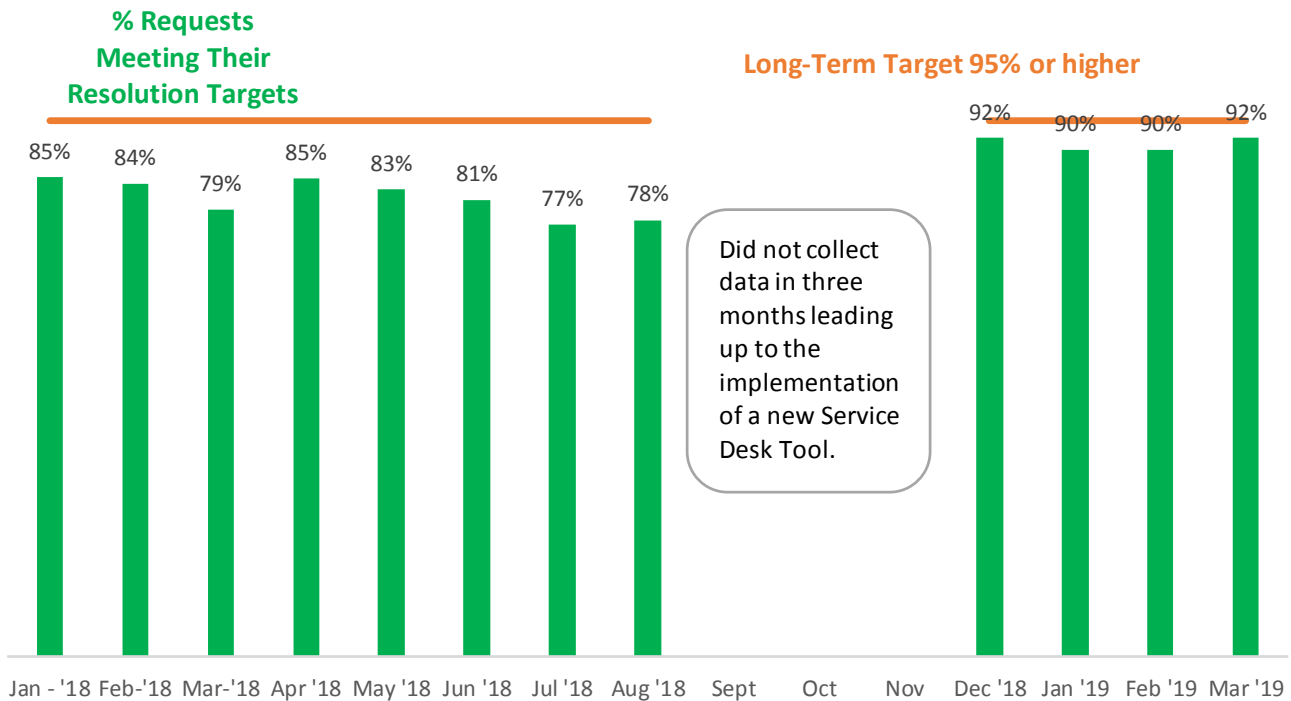
We are currently piloting a chat feature for customers to engage with the Service Desk in new ways (rather than traditional voice and web interfaces) and plan to roll it out formally in Q2 2019.

Indicator – **Responses to Requests**



Watching

Fulfilling Requests % Requests Fulfilled Within Targeted Timeframes



KCIT is committed to providing quality and timely customer service. In late 2018, we implemented a modern IT service desk tool that increased our ability to provide timely and appropriate support to our customers. Customer-facing features of our new service desk include: a new self-service ticket entry portal and process that allows for automated ticket routing and a streamlined customer ordering process for computer hardware peripherals and software. We have increased training for our analysts to emphasize the importance of managing incident and request tickets in a consistent manner. The system also allows for more extensive reporting, allowing us to monitor real-time dashboards and provide our customers with reporting options that allow them to analyze trends and patterns within their Departmental usage. Also in 2018, we upgraded our call center’s voice system. The new system has more features to help us respond to fluctuations in call volumes and allows us to be more responsive to customer needs during events such as the snow storms in early 2019.

We are currently piloting a chat feature for customers to engage with the Service Desk in new ways (rather than traditional voice and web interfaces) and plan to roll it out formally in Q2 2019.

Indicator – **Customer Satisfaction**

X Dropped

This indicator is being dropped since it was still under construction and due to the focus on master service agreements and associated dashboards as tools for ensuring customer satisfaction (see next section). The agreements are rolling out in 2019, with 3 already in place. The dashboard provides near-real time status of how KCIT is performing against the agreements that are made. Dashboards are available for key customers and Service Delivery Managers (SDMs) in ensuring that performance is aligned with expectations and needs.

Indicator – Customer Focused Performance Management Dashboard



To improve upon the initial Customer-Focused Performance Dashboard initially delivered at the end of 2017, KCIT has created a Master Service Agreement (MSA) for each department that it partners with to support their outcomes. The agreements are tailored to the needs of each department and have measurable expectations that are mutually agreed to by both the customer and KCIT. Results are tracked for key expectations and reported on a dashboard that is connected to the data residing in multiple systems, including the new service desk ticketing system.

In addition to service management data (example shown above), the dashboard includes intake information on new requests, professional services and project oversight information related to projects, Essential Services meeting recovery time objectives, and Application portfolio information.

Three departments have completed their MSA with KCIT and their dashboards are currently available with no PowerBI licensing costs. Additional departments will be added as MSA's are completed through the year.

Appendix B – Table of Acronyms

Acronym	Full Spelling
API	Application Programming Interface
ART	Architecture Review Team
AWS	Amazon Web Services
BAP	Benefit Achievement Plan
BEUM	Business Empowerment and User Mobility
BMC	Business Management Council
BSS	Business Solutions Service
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
CSS	Customer Support Service (formerly workstation service)
EA	Enterprise Architecture
EHR	Electronic Health Record
ESB	Enterprise Service Bus
ESJ	Equity and Social Justice
ETL	Extract, Transform, and Load
ESRI	Environmental Systems Research Institute
GIS	Geographical Information System
HIPAA	Health Insurance Portability and Accountability Act

Acronym	Full Spelling
HIT	Health Information Technology
HR	Human Resources
IA	Information Assurance
IAM	Identify and Access Management
IAAS	Infrastructure-as-a-Service
IM	Instant Messaging
I-Net	Institutional Network
IP	Intellectual Property
ITIL	Information Technology Infrastructure Library
IT	Information Technology
KCIT	King County Information Technology
KCSP	King County Strategic Plan
KCWAN	King County Wide Area Network
LOB	Line of Business
MDM	Mobile Device Management
MSA	Master Service Agreement
NG 911	Next Generation 911
O365	Office 365 – Microsoft’s cloud offering for SharePoint service
OS	Operating System
OWA	Outlook Web Access
PAAS	Platform-as-a-Service
PAO	Prosecuting Attorney’s Office
PCI	Payment Card Industry
PH	Public Health
PII	Personally Identifiable Information

Acronym	Full Spelling
PMO	Project Management Office
POS	Point of Sale
PSB	Performance, Strategy and Budget
SAAS	Software-as-a-Service
SAC	Strategic Advisory Council
SCOC	Strengths, Constraints, Opportunities, and Challenges
SDLC	Solution Delivery Lifecycle
SDM	Service Delivery Manager
SME	Subject Matter Expert
SOA	Service Oriented Architecture
SVE	Standard Virtual Environment – King County’s ‘Private Cloud’
SSD	Server, Storage and Database
SSL/VPN	Secure Sockets Layer/ Virtual Private Network
SSO	Single Sign-On
STP	Strategic Technology Plan
TCO	Total Cost of Ownership
TMB	Technology Management Board
UC	Unified Communications
VM	Voice Mail
VPC	Virtual Private Cloud
WAP	Wireless Access Point