Please answer the following questions in a word document and return to Council. The answers to these questions will be provided to council as supplemental information. While not part of the physical budget presentation to Council, departments should be prepared to answer questions Council may have on these supplemental questions. If you feel that you have provided an answer in a previous question, please don't repeat your answer, simply refer to the earlier question/answer.

Strategic Goals

1. **Provide your 2025-2026 strategic goals; How are they reflected in your budget request?**
   *GOAL 1: **Inclusive & Equitable Digital Government Experience***

   This goal has primarily an outward facing set of initiatives. Snohomish County IT has in the last couple of years supported projects that have a higher degree of external facing deliverables, such as managing the fiberoptic cable build out along SR530.

   *GOAL 2: **Workforce Empowerment***

   This goal is an internal facing goal intended to ensure that the Snohomish County workforce is empowered to deliver on their commitments to our community through access to worldclass digital experiences that enable great support for our residents and constituents.

   *GOAL 3: **Enable Decision Making through Trusted Data***

   This goal is an internal facing goal intended to ensure that the Snohomish County workforce has access to trusted and reliable data and information that is then delivered in an easily consumable manner to enable effective decision making across all departments. This goal also addresses our broader data and analytics function, including GIS.

   Our Data Management program (which also includes Privacy) and our cyber security efforts are also strongly connected to this initiative, but as a discipline these are addressed in Goal 2. The concept of "bundling" these efforts is driven by the connectivity that exists between data (structured and unstructured), analytics, data management and governance, and privacy/HIPAA, AND ensuring that all this information used for decision making is also protected through strong cyber security practices.

   *GOAL 4: **Innovate and Evolve***

   Innovation is core to any IT organization. Innovation also takes many forms – not just technology solutions, but also how we think about policies, and supporting procedures and processes. We also want to ensure we are mindful of workforce development and build in innovative training and education opportunities for knowledge workers in addition to our own IT workforce. Naturally, a lot of the focus on innovation will be centered around technology – whether it be infrastructure, applications, or cloud services.

National, state, and local landscape:

1. **What critical issues are you facing in your department/industry, and how are you addressing them?**
   - ***Cybersecurity*** *- Information continues to increase in value. Therefore, it is vital for all of us to be educated and aware on how to protect it. Information security is defined by the three IT protection goals of availability, integrity, and confidentiality. In addition, there are other parts to be added: Authenticity, accountability, non-repudiation, and reliability. The training, information, tools and collaboration techniques the IT Security Team leverages is intended to prevent the*

manipulation of data and systems by unauthorized third parties. ([See pages 7-10 of the IT Strategic Plan](#))

- *__Data__ – As Snohomish County expands its digital footprint, data creation must be tied to coordinated plans for access, retrieval, and retention. Data created every day directly affects the lives and future of our residents, while also creating the County's history. Through active data management, we serve not only today's residents, but those yet to come, ensuring critical business data is organized, readily accessible, and preserved. ([See pages 7-10 of the IT Strategic Plan](#))*

- *__Artificial Intelligence (AI)__ -- AI is shifting how we work. Without a doubt, how we work and live will change as a result of AI implementations, and we are already seeing the energy related to generative AI in particular.   We have taken the first step of releasing an interim policy and developed a healthy list of use cases across not just generative AI, but also predictive AI, and other general AI approaches. A critical part of this initiative includes workforce development and preparedness. The upcoming AI strategy define how we will plan for and roll out AI in Snohomish County. ([See page 10 of the IT Strategic Plan](#))*

- *__Rapidly evolving technology platforms, aged software assets__ – Addressing this challenge is and will continue to be achieved through simplification and reduction of solutions that have overlapping capabilities, but also modernizing current legacy point solutions that are technically outdated, but that are supporting specific business capability needs. The [technical debt](#) associated with our current portfolio continues to be a resource burden. Identifying and prioritizing improvements and funding strategies for the modernization efforts is an element of this initiative. ([See page 8 of the IT Strategic Plan](#))*

- *__Increased demand for innovative solutions and service delivery__-- Since 2021, our IT budget has grown significantly. In addition to healthy investments across both technology infrastructure, point solutions for the business, and cyber security, we have invested over $4M in "enterprise solutions" – meaning technology that supports more than one line of business/department. We are also on the threshold of investing in an Enterprise Resource Planning (ERP) solution which will be a multi-year investment. Our robust productivity suite with the Microsoft365 implementations we have delivered enablers for productivity, and we work to ensure our workforce has the right knowledge to use these tools. Buying and implementing solutions is easy. Taking full advantage of the benefits that we gain from these investments can be harder. We strive to balance the demand with resource availability in helping our workforce take better advantage of our already acquired solutions and technologies. This will be accomplished by a deep focus on training and skills development for our enterprise solutions, asking tough questions about business capabilities and negotiating when the business has a desire to implement new solutions. In support of our portfolio simplification work, we partner with the Operational Excellence team and our business partners to identify business process improvement opportunities leveraging our existing portfolio instead of seeking more solutions that will further complicate our portfolio.*

Goal 5: Broadband equity

In collaboration with the Executive's Office, Council and the Broadband Action Team (BAT) the Department of IT is actively engaged in multiple efforts including grant opportunities to collaborate across the region. opportunities. ([See page 7 of the IT Strategic Plan](#))

2. **Are there federal, state, and local issues/mandates that will impact your department, operationally and/or fiscally. Please address what it is, the anticipated impact, and how you plan to mitigate it.**

In December 2023, the FBI introduced an updated requirement that requires all organizations that access criminal justice information (CJI) to implement Multi-Factor Authentication (MFA) on all systems

that contain CJI by October 1, 2024. This is required whenever the device is used to access CJI, whether from a county environment or a personal device.

The estimated start-up cost to provide the 7 CJIS entities with the physical YubiKey is $150K. IT secured a Washington Military Department/Homeland Security State & Local Cybersecurity Grant Program (SLCGP) grant to ease the start-up burden by ($54K)

This impacts the following departments
1. *Information Technology*
2. *Prosecuting Attorney*
3. *Sheriff Corrections*
4. *Sheriff*
5. *Superior Court*
6. *Auditor – Animal Control*
7. *PDS – Fire Marshall*

Programs

1. **With ARPA funding ending, what programs/services will be impacted and how? What is your plan for mitigating the impacts?**

   In partnership with departments receiving direct allocations, IT is involved in shepherding several ARPA-funded software and services projects through to completion. Those projects are anticipated to meet grant related timelines without issue.
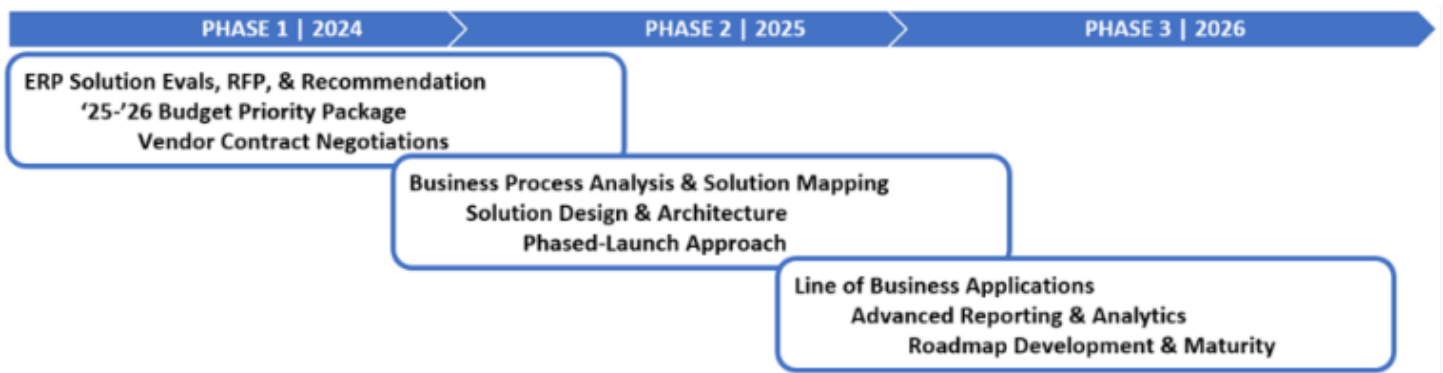
   No direct ARPA program funding or funded resources currently support IT operations.

2. **What new programs are you proposing for 2025-2026? What need or efficiency is that new program addressing? How is that program funded for sustainability? What metrics are in place to determine effectiveness?**

   Need and/or efficiency: *While ERP is not new the effort will span a few years and is a countywide focus that aims to transform at a minimum Snohomish County's financial, human capital and procurement management systems to an integrated and state-of-the-art system that enables a new level of efficiency, elimination of manual entry, transparency, and service-delivery to the county.*

   - ☑ *Project is on track*
   - ☑ *ERP solution/software RFP 1 is in progress – final selection anticipated in October 2024*
   - ☑ *ERP software integration professional services RFP 2 anticipated to publish in Q4 2024*
   - ☑ *Implementation pre-planning underway – target kickoff in Q1 2025*
     NOTE*: there is an internal "evergreen" project page to keep the County workforce informed on the progress for this project, provide feedback and ask questions: ERP (Enterprise Resource Planning) (sharepoint.com)*

PHASE 1 | 2024	PHASE 2 | 2025	PHASE 3 | 2026
ERP Solution Evals, RFP, & Recommendation '25-'26 Budget Priority Package Vendor Contract Negotiations	Business Process Analysis & Solution Mapping Solution Design & Architecture Phased-Launch Approach	Line of Business Applications Advanced Reporting & Analytics Roadmap Development & Maturity

Program funding is needed for:

a) *Software and service licensing costs, which RFP 1 will determine*
b) *Implementation costs for system integration, which RFP 2 will assist in determining though remains TBD pending RFP process*
c) *Pre-launch resources needed to reduce implementation costs.*

- *Existing **fund 315** although insufficient to fund the whole project but is able to address the pre-launch resources necessary to reduce implementation costs*
- ***ARPA**; assign unspent residual funds*
- *IT **rates** collecting contributions from all funds in 2025/2026*

Identifying metrics and long-term efficiency *gains and business stability are built into the project planning and execution process. In addition, savings can be achieved through application portfolio simplification (what will not be needed in the future) which will offset ongoing expense of new system.*

3. **Are there departmental change requests not in the Executive's Recommended Budget that you feel Council should consider including? If so, please provide the change request number and justification for the inclusion of the request.**

   N/A

Internal Operations

1. **Please explain how you intended to meet the Executive's 3% Resource Alignment request.**

   Whereas this is not applicable for IT since we are an interfund rate department, as a department leadership team we believe we have a responsibility to support targeted reduction. Our method of doing this is through continuous improvement processes as well as portfolio simplification efforts. For example, a simplified IT portfolio means fewer solutions which means less licensing costs which means eventual rate reductions. This is of course a long-term play, and will not be visible in this year's proposal, but is key to our strategies going forward.

2. **How are increasing Internal Service Rates impacting your department/programs?**

   Because we are an internal service provider, we understand and recognize that changing rates by other internal service providers is a necessary part of county operations. IT is also seeing the impact of this from other departments. IT operating costs include over $500,000 in increased rates for risk management and internal services that were not anticipated nor included in the 2025/26 IT rate model. One-time use of fund balance is recommended to balance our budget for the biennium and will drive an increase in base IT rates in the future 2027/28 biennium.

   Base IT rates in 2025 have increased on average, 4.9% but coupled with the Enterprise ERP replacement project assessment, department budgets are seeing large IT rate increases averaging more than 20%. While these assessments may be a burden, they are temporary, and anticipated to decline sharply after the 2027/28 biennium, at which time only the ongoing system maintenance and support will require funding. Additionally, the higher the amount of ARPA funding that is allocated to this effort will also positively impact the rate impacts.

3. **To help inform Council on experiences around hiring and retention, please provide a list of all vacant position titles, position codes, FTE amount (1.0, 0.5, etc.), date vacated,**

and date first posted. Template spreadsheet attached for convenience and conformity; if already tracking information in another format, that is acceptable as well. Please list each vacancy separately.

See attached file detailing one (1.0) vacancy as of September 30, 2024

4. **When was the last time your department implemented a fee increase? Do you have any plans to increase fees? Are your current fees established based on a full cost recovery model?**

   The current IT rate allocation model was adopted in 2018 and is designed to fully allocate anticipated IT operating costs across all departments. That same rate model is used to establish interlocal agreement fees for local agency partners receiving IT services. Link to the internal year-over rates on the Intranet: Rates and Metrics by Budget Year (sharepoint.com)