



Snohomish County
Information Technology

Snohomish County
Department of
Information Technology

Strategic Plan

MARCH 2021 - MARCH 2024

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IT Director and Chief Information Officer (CIO) message

The modern workplace continues to evolve through disruption as well as planned activities. Worldwide events like COVID-19, and the continued digitization of our lives has drastically impacted how we work. As consumers, we have all experienced new services and products that were only imagined before, and that now are expected. COVID aside, government organizations have been slower to embrace disruptive changes. Technology can be an enabler in how we do this, but it requires both dedicated investments and focused leadership.

One common thread in all of this is people. For the first time in history, the current workplace has five generations working, which also means that government organizations are serving people in at least that many generations. What does that mean to how we think about aligning IT services for residents and employees of Snohomish County?

- We need to provide a workplace and resident experience that recognizes the need for flexibly serving all residents and employees regardless of generation.
- Long term and environmental impact of our technology decisions should shape our thinking.
- Leveraging innovation in the marketplace such as augmented reality, artificial intelligence / machine learning will drive improved employee and resident experiences.
- Data and information flow - and insight from this information – is critical to help increase operational efficiency as well as drive improved resident experiences and employee productivity.
- Physical and digital safety of employees and residents needs to be a factor in our decision making.
- Evolving legislative approaches to privacy will increase the demands of IT Operations.
- The need for the workforce to have mobility and paperless solutions has been magnified by our recent experience related to the COVID-19 pandemic and will continue to be expected.



Viggo Forde, IT Director & CIO

“For the first time in history, the current workplace has five generations working...”

Growth and development of IT resources in both technical and human areas will support the ability for Snohomish County IT to take on the challenging work required to modernize our workplace. A diverse and inclusive IT team will result in improved operational performance and digital solutions to serve our community.

There are of course several significant challenges that face us. Unfunded mandates that county departments, offices and courts must deal with often require IT solutions and support. Current and anticipated national and state laws related to privacy and data protection complicate our ability to scale effectively in these areas.

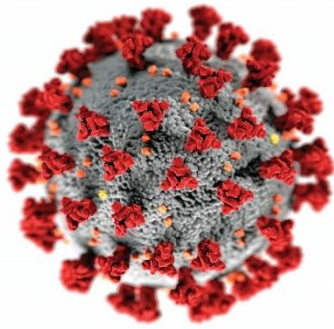
Our aging application portfolio requires investment and updates. Improved solutions also require focus on workforce development. And finally, funding constraints and budget reductions as a result of COVID-19 will hamper our ability to deliver at the speed customers and residents expect.

However, we can address this from a place of strength and experience. This is the department that won first place in the national Digital Counties survey for counties with 500k-1M residents in 2019 and placing 3rd in 2020. A dedicated focus on continuous improvement will enable us to execute on our mission. Our staff is highly experienced, and the

county IT infrastructure is strong and well managed. These are foundational elements for our ability to deliver on our next set of strategic initiatives.

COVID-19 impact on strategic plan

Whereas an event like COVID-19 would not in and of itself impact a long-term strategic plan for an organization, there is no doubt that this event has accelerated a few things that we had originally planned on integrating into our plan. Specifically, the move to a mobile work force supported by mobile devices/laptops has been dramatically accelerated and will likely finish even before this strategic plan goes into effect. We also made some incremental infrastructure investments that would have been addressed in our workplans.



Additionally, the culture of work has dramatically changed in a very short period. Whereas this is not a direct IT strategy, the concept of a flexible work environment supported by technologies and solutions enabling remote work are also components of our workplace development strategies. Finally, a dramatic increase in the focus and attention on developing electronic workflows through automation of paper-based workflows, as well as changes to county code that enables the use of digital signatures

free employees up from being tethered to the office. All these items were specific actions and steps that were taken to support a mobile/remote workforce. It is expected that the lessons from COVID-19 will continue to influence our priorities and approaches to addressing everyday IT needs and will continue to impact our digital workplace initiative.

County priorities and initiatives

Snohomish County's Executive office implemented a continuous improvement program referred to as STEP (Service, Technology, Excellence Program) in 2016. Core to STEP is how Snohomish County works to improve processes in order to benefit both customer service and employee morale. This program incorporates LEAN principles into county processes and is core to driving long term business impact and improvement. A key element to this program is a people-first approach to management of our workforce and thinking broadly about modernizing the workplace through both culture and technology. Supporting the program, the core priorities from the executive office includes the following:

- **Employees first:**
 - Empower employees to change their processes
 - Give employees the tools to be successful
 - Be a culture where no one is afraid to fail
- **Enterprise Systems:** IT investments should have an Enterprise First approach to ensure we reduce the proliferation of IT systems and tools
- **Paperless processes:** Reduce and eventually eliminate the use of paper within county operations.
- **Continuous Improvement** is a core value in terms of how IT investments are determined as well as how we make county operations better.
- **Driving Customer Value** is fundamental for our IT investments



At the heart of these priorities is the ability to build and develop a strong workforce – from leaders and managers all the way down to individual contributors. This is also a core element of the IT strategies both in terms of development of core IT technical skills in a modern workplace, but also the ability for IT to help the county as a whole move into a digital workplace supported by modern and easy to use IT solutions.

IT mission and vision

To support the plan, our Snohomish County IT **vision is to simplify the life of Snohomish County residents and employees through technology**. This vision is supported by our **mission of Perfect Every Time** to provide direct customer value by establishing a core set of priorities that align with customer needs. This is founded on a model line ¹principle of continuous improvement and delivers highly predictable and customer focused products and services. The result includes IT investments that are focused on simplification, standardization, cost reduction and modernizing the workplace through comprehensive services.

Technology trends

The pace of technology changes drives a dramatic shift in everything from workplace culture to the solutions we use. The entry of SaaS (software as a Service) through the dramatic growth of the cloud has resulted in the ability for consumers of IT solutions to also shift how solutions are acquired, developed, and implemented.

Massive growth in centralized computing solutions has also resulted in an enormous growth in creation of data and information driving changes in how information is consumed. The combination of massive centralized compute power with these large data sets has also facilitated the rapid growth of sophisticated solutions such as machine learning and to a smaller degree artificial intelligence. Users of the technologies are also supported by ever increasing access to high speed internet connections that allow them to work in a very different way than before, including by using a much more mobile centric experience, and the ability to access your data and information from anywhere on any device. Low-code development

solutions have turned the technically interested employee into a developer of business solutions, complicating governance in an enterprise. The world is getting digitized in an ever-increasing fashion and every IT department must be prepared to not just learn new skills but also be prepared to work in an environment that is moving at breakneck speeds.

For a government organization that is funded by taxpayer money, and where taxpayers have high expectations about their digital experiences, this poses challenges and opportunities. In addition, our workforce is increasingly sophisticated and because they are also consumers of technology, they have an expectation that their workplace will move digitally in a similar way that their personal lives are. This reality influences how we should address core priorities for the evolution of our county IT solutions and services.



¹ IT actively works with the Snohomish Operational Excellence Office to develop a Department of IT Model Line. This creates a “model” that other county departments can rely on through developing key performance indicators, standard work, systematic problem solving, operations standards and clearly defined roles

GUIDING PRINCIPLES

Through the work described above we have defined a set of guiding principles that were used to align our core strategic technology areas to actionable plans. These principles are:

CUSTOMER FOCUSED

- Engage with our customers to understand their needs and provide solutions that meet their business requirements
- Ensure that governance and control of IT work is customer focused and leadership engaged, and drive a consistent communication model
- Leverage feedback to improve how we work
- Drive customer value - we do not exist for the purpose of IT but for the purpose of serving our community and our customers
- Deliver on our commitments to customer

TECHNOLOGY AND INNOVATION FOCUSED

- As an IT organization we keenly care about good technical solutions
- Cloud first, but not cloud only
- Accelerate the use of advanced and modern technologies to drive customer value and cost reduction
- Innovation- beyond IT – by being a leader in continuous improvement through implementing a model line business in partnership with Service & Technology Excellence Program (STEP) / Operational Excellence
- Leverage Continuous Improvement principles in our operations
- Defining, building/acquiring, secure and resilient solutions is core to delivering quality

ACCOUNTABLE

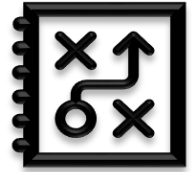
- Portfolio simplification is required to drive enterprise focus and reduce cost
- Drive consumption of our existing solutions: we have invested heavily in IT solutions and we need to ensure we take full advantage of these investments
- Stewardship of taxpayer resources: Financial accountability, effective vendor management, and IT portfolio management
- Data driven: Use data science and analytics to go beyond large data sets with no insight to insights driven decision making
- Ensure we have first class data management and information protection processes and tools to ensure cyber security and Privacy is managed well

PEOPLE FOCUSED

- We are an organization with a philosophy of public service and giving back to our communities
- Collaboration internally and with our customers and stakeholders is foundational
- Building meaningful IT careers that enable our people to learn and grow
- Encourage innovation and creativity to solve customer problems

Technology strategy

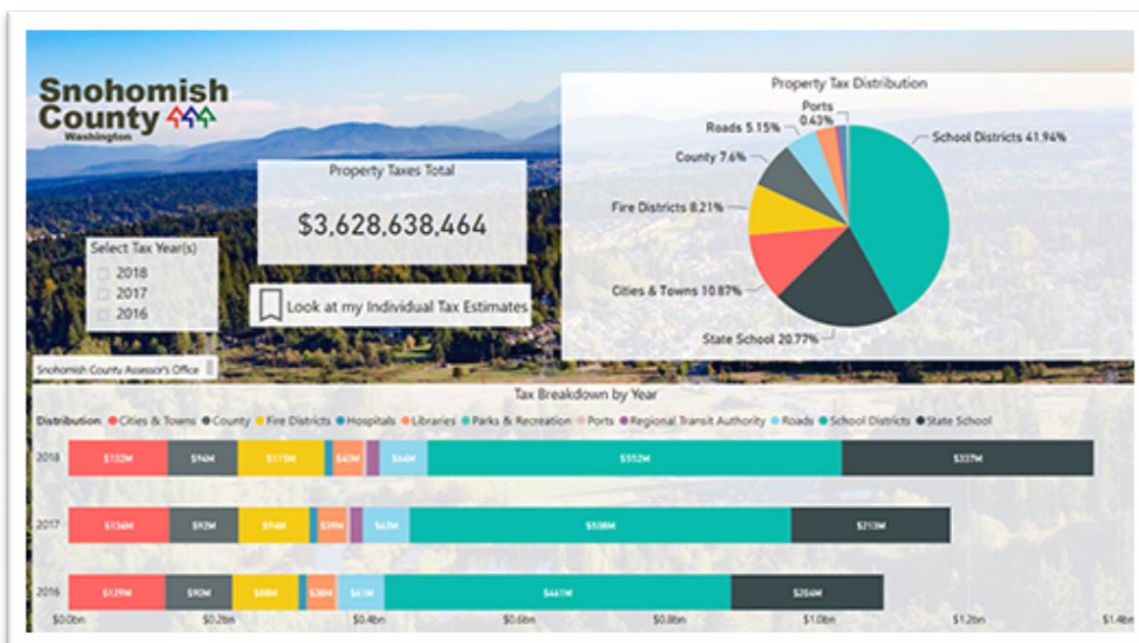
The Department of Information Technology is a service department for the county and external partners that we support. As a result, a core element of our strategy is driven by the strategic plans and direction/requirements from each department and external agency, as well as the Executive Office core priorities. To develop the current strategic technology areas, the team first worked internally to leverage the prior 2017-20 strategic plan to validate which areas would need to evolve, be removed, or carried over. This was accomplished using an inclusive approach and bringing the department IT leadership together for series of candid and explorative planning activities in 2019. In addition, as a part of our role as strategic leaders of information technology in the county, we leverage industry data and research to inform our direction. And finally, we continue to partner with our internal customers to understand the strategic direction of not only the county executive team but also the individual department's long-term strategies. These factors combined have led to the below core technology areas for our 2021- to-24 Strategic Plan.



Strategic priorities for Snohomish County

1. Civic, Resident and Community Engagement
2. Portfolio Modernization
3. Security, Privacy and Data Protection
4. Data Management
5. Digital Workplace
6. Digital Government
7. Workforce Development
8. Innovation

On the following pages we will break down each of these strategic priorities to provide further insight. In addition, the department has developed a set of whitepapers in support of the strategic plan that are being made available as a complement to this strategic planning document.



Interactive way for taxpayers to see how their taxes are distributed – either countywide or by voter approved initiatives

<https://snohomishcountywa.gov/5167/Assessor>

IT Strategic Initiative 1: *Civic, Resident and Community Engagement*

<i>Description</i>	<i>Business Objectives</i>	<i>Approach</i>	<i>Success Measures</i>
<i>Through county IT solutions and services, the public will have additional access to information, tools, and have a better understanding of how to best engage with various county departments, offices, and courts.</i>	Simplify e-commerce and online payments for residents	Expand the adoption of the countywide online payment vendor and services	By 2022, the county adopted the enterprise standard e-commerce vendor for online transactions
	Provide residents with 24x7 access to interact with the county through online tools and resources	<ul style="list-style-type: none"> • Implement a paperless solution for Clerk/Superior Court • Modernize the county property tax and assessment systems • Implement a county Consituent/Customer Relationship Management (CRM) solution • Expand online service portal for requesting and receiving public disclosure requests 	By 2024, key public facing systems are improved or upgraded for mobile and web access
	Engage with community, students, aspiring and active IT professionals to advance innovation	Create or deploy usable solutions which provides the community with innovative access to services through applications, processes or web applications. This can be accomplished independently or in partnership with industry or community organizations	By 2023, delivery of transparent and easy to use tools for county and resident use
	Address digital equity across Snohomish County	Partner with County Council, County Executive, industry partners and regional public organizations for funding possibilities, data sharing agreements leverage resident feedback to understand needs and requirements	By 2024, rural broadband expansion efforts will have a clear direction

IT Strategic Initiative 2: Portfolio Modernization

Description	Business Objectives	Approach	Success Measures
Modernize and simplify the county IT portfolio across devices, applications, vendors, and infrastructure	Create a systematic management approach to the portfolio management and investments for the enterprise	<ul style="list-style-type: none"> • Create a comprehensive business capability inventory aligned to the technology application and solution portfolio • Identify financial opportunities resulting from portfolio simplification 	By 2022, all IT solutions and applications are documented and mapped to a set of business capabilities
	Fewer applications by utilizing enterprise wide solutions	<ul style="list-style-type: none"> • Implement a structured technology replacement program for application portfolio • Deploy enterprise architecture principles in identifying simplification opportunities • Drive toward cloud solutions where appropriate and where it meets our needs in the most effective way 	Every year, drive towards a reduction in the application portfolio by standardizing and simplifying across the enterprise
	Simplify the county infrastructure	<ul style="list-style-type: none"> • Create a strategy to operationalize a structured technology replacement program for IT infrastructure • Deploy enterprise architecture principles in identifying simplification opportunities 	By 2023, build a county enterprise architecture model for county infrastructure
	Ensure that as Snohomish County adjusts to this new digital world, we seize the opportunity to procure, manage devices, applications and data in smart, secure and standardized ways	<ul style="list-style-type: none"> • Apply continuous improvement model line processes to our portfolio management practices • Identify key vendor & partner relationships to improve leverage of our portfolio investments • Identify cost savings opportunities through mapping contract relationships tied to portfolio simplification 	By 2023, develop a governance structure for portfolio services which ensures we do it right the first time

Clear All

Election Summary and Precinct Results



Search

General Election Nov 03 2020

Contest Title

Search

- Legislative District 39 State Rep Position 2
- Legislative District 39 State Senator
- Legislative District 44 State Rep Position 1
- Legislative District 44 State Rep Position 2
- Lt. Governor
- President / Vice President
- Public Utilities District No. 1 Commissioner District 1
- Referendum Measure No. 90
- Secretary of State
- Snohomish Superior Court Judge Position 8

	Votes %	Votes
Approved	56.10	239312
Rejected	43.90	187268
Repealed	63.48	262992
Maintained	36.52	151320
Repealed	61.58	251090
Maintained	38.42	156629
Repealed	64.33	261584
Maintained	35.67	145056

PrecinctName	BallotCast	TotalVotes	RegVoters	Votes	Approved	Rejected	Repealed	Maintained	Repealed
					Votes %	Votes %	Votes %	Votes %	Votes %
ARLINGTON 14	551	535	647	206	38.50	329	61.50		

Detailed Interactive Election Results | <https://snohomishcountywa.gov/176/Auditor>

IT Strategic Initiative 3: Security, Privacy and Data Protection

Description	Business Objectives	Approach	Success Measures
<p><i>Increased expectations require the County to be ready to deliver and receive digital information and services anytime, anywhere and on any device. It must do so safely, securely, and with fewer resources</i></p>	<p>Refresh county IT security, privacy and data protection policies and procedures</p>	<p>Focus on the following:</p> <ul style="list-style-type: none"> • CJIS (Criminal Justice Information Systems) • HIPAA (Health Information Portability Accountability Act) • Security incident response • Continuity of Operations Plan 	<p>By 2021, IT policies and procedures are updated and part of the enterprise document repository solution</p>
	<p>Continue maturing the county cybersecurity strategies</p>	<ul style="list-style-type: none"> • Increase security information and event management (SIEM) capabilities • Mobile Device Management (MDM) for expanded protection of devices • Expand multi-factor authorization (MFA) for accessing systems and self-service password reset • Partner with industry partners and other public agencies to identify opportunities • Training and awareness programs 	<p>By 2024, services, tools and solutions are fully matured across the county enterprise</p>
	<p>Mature the county's approach to IT Disaster Recovery documentation, processes and infrastructure for disaster recovery</p>	<ul style="list-style-type: none"> • Further develop base infrastructure, replication and backup strategies • Work with the Snohomish County Department of Emergency Management to address business, application and functional needs of county emergency response 	<p>By 2023, processes and procedures are documented. The fail-over site is established and ready for county use</p>



IT Strategic Initiative 4: *Data Management*

<i>Description</i>	<i>Business Objectives</i>	<i>Approach</i>	<i>Success Measures</i>
<p><i>As Snohomish County expands its digital footprint, data creation must be tied to coordinated plans for access, retrieval, retention, and protection to ensure critical business data is organized, readily accessible, and preserved. Data created every day directly affects the lives and future of our residents, while also creating the County’s history</i></p>	<p>Increase transparency by ensuring public data and records are appropriately available to access</p>	<ul style="list-style-type: none"> • Identify County data, establish repository with capability for public designation of data and external search capability 	<p>By 2022, classify and organize all of Snohomish County OnPrem and Cloud data and information sets</p> <p>By 2023, open data is retained in a public-searchable space</p>
	<p>Data is created, preserved and managed according to required retention rules and laws</p>	<ul style="list-style-type: none"> • Assign retention at data creation for commonly used data sets • Assess retention requirements/ needs of existing data sets • Grow data protection through data identification, classification and labeling 	<p>By 2024, all County data created will have retention periods assigned to the record</p>
	<p>Strategically align policies, processes, technology, and staff to actively manage data</p>	<ul style="list-style-type: none"> • Develop county wide data management policies and procedures • Demonstrate value of data management • Provide systems to ensure compliance • Provide search tools for on-premises and cloud data sources 	<p>By 2024, the county will actively manage data from creation to sunset to meet business needs and preserve for archival value</p>
	<p>Increase the use of analytical methods to drive insight about our data and information</p>	<ul style="list-style-type: none"> • Leverage leading edge data insight methods and technologies • Automate content management methods 	<p>By 2024, automatic solutions to classify, organize, store and manage data and information is standard operating procedure</p>



Snohomish County Campus | <https://snohomishcountywa.gov>

IT Strategic Initiative 5: *Digital Workplace*

<i>Description</i>	<i>Business Objectives</i>	<i>Approach</i>	<i>Success Measures</i>
<p><i>Snohomish County workforce depends on digital solutions to provide services to residents and employees. This will require a continued emphasis on building, buying and implementing solutions that support the ability to work in a digital and paperless environment</i></p>	<p>County workforce is fully enabled to work in a mobile environment</p>	<ul style="list-style-type: none"> • Mobile solutions • Laptops for everyone that requires it • Implement higher use of mobile devices and solutions for field workers 	<p>By end of 2021, all employees who can work remotely are equipped with remote work solutions to support their jobⁱ</p>
	<p>County processes are re-engineered to support a digital workplace with the objective of minimizing the use of paper</p>	<ul style="list-style-type: none"> • Implement digital workflows and automation solutions for business processes • Align digital workplace business capabilities to portfolio simplification processes • Partner with OpEx to identify key process improvement opportunities that can benefit from digital solutions 	<p>By 2024, significantly reduce the use of paper as measured by the number of paperless forms created</p> <p>Measure the reduction in amount of paper the county buys</p>
	<p>Managed Printing Services centralized into a county wide common approach</p>	<ul style="list-style-type: none"> • Provide an offering to enable departments to move to centralized print service solutions • Identify industry partnerships to optimize centralized print solutions 	<p>By 2024, implement a county wide print service solution</p>
	<p>Enable improved collaboration using digital workplace solutions</p>	<ul style="list-style-type: none"> • Increase consumption of existing digital solutions • Measure consumption of Office365 productivity suite and drive increased use and productivity • Identify opportunities for increased collaboration through use of Continuous Improvement methods 	<p>By 2024, Increase consumption of collaboration solutions</p>



IT Strategic Initiative 6: *Digital Government*

<i>Description</i>	<i>Business Objectives</i>	<i>Approach</i>	<i>Success Measures</i>
<i>To continue building for the future of Snohomish County the Department of Information Technology must lead the effort to create a Digital Government strategy that fosters innovation, improves data and the quality of services delivered to the residents and employees of Snohomish County</i>	Actively engage with the countywide partnership in response to the opioid crisis	Develop additional data sets, dashboards and reports that advance the efforts of the County Response Multi-Agency Coordination (MAC) Group	By 2022, provides the response team with information that is used to evaluate, monitor and act on
	Expansion of the first Smart County in Washington State	Use Information and Communication Technology (ICT) and Internet of Things (IoT) to manage government assets and enhance the quality and performance of services	By 2024, additional data sets, partnerships and solutions are leveraged that improves environmental and business performance
	Further adopt environmentally favorable and modernized practices	Aggressively implement platforms, solutions and paperless forms, approvals and processes that advance county use of technology tools and eliminates wasteful legacy solutions	By 2023, publish a well defined roadmap with accomplishments and future opportunities
	Implement key regional collaboration opportunities	Identify key strategic areas where collaboration such as data sharing agreements can help solve common regional problems	One or more data sharing agreements focused on critical regional priorities in place by 2023

Snohomish County Commercial Paine Field Airport | <https://www.paineairport.com>

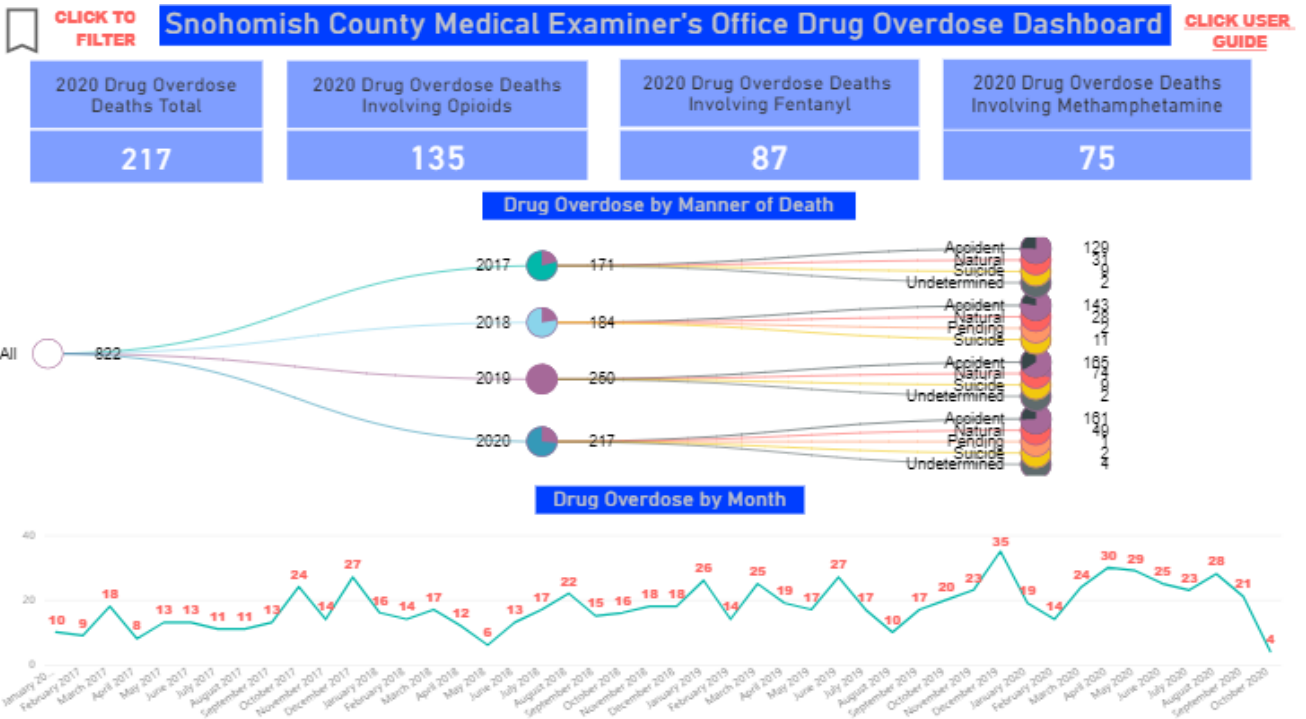
IT Strategic Initiative 7: Workforce Development

Description	Business Objectives	Approach	Success Measures
<p><i>Leverage IT capabilities to create a simple, secure, and seamless work experience for the Snohomish County workforce. Grow the IT skillsets to support initiatives</i></p>	<p>Align systems, processes, tools and information to grow and sustain an informed workforce</p>	<ul style="list-style-type: none"> • Publish technology roadmap • Provide new employee orientation materials for navigating IT services • Improve on, communicate and publish service level agreement (SLA) expectations • Partner with internal county departments to align technology training opportunities with workforce development 	<p>By 2023, offer county workforce access to solutions, tools and forms for new, active and departing employees</p>
	<p>Identify processes to enhance the design, development, and management of IT service lifecycles</p>	<ul style="list-style-type: none"> • Deliver and IT Service Management (ITSM) tool for internal use • Provide self-service tools • Web portal for all customer requests • Single portal for IT contracts and retail software • Expand document repository platform to integrate with other county systems 	<p>By 2023, provide a clear line of sight between individual contributions of IT staff and business results</p>
	<p>Enable the ability of an increasingly mobile workforce to access high quality digital government information services anywhere, anytime, on any device</p>	<p>Operationalizing an information centric model, we will architect our systems for interoperability and openness and deliver better, device-agnostic services at a lower cost.</p>	<p>By 2022, processes are well defined, communicated and published</p>
<p>Match the interests of the county departments, offices and courts with IT services, policies and processes</p>		<p>Refine IT governance structure</p>	<p>By 2022, the IT Department is achieving objectives , continuously improving and is inclusive of stakeholders and countywide IT professionals</p>



IT Strategic Initiative 8: *Innovation*

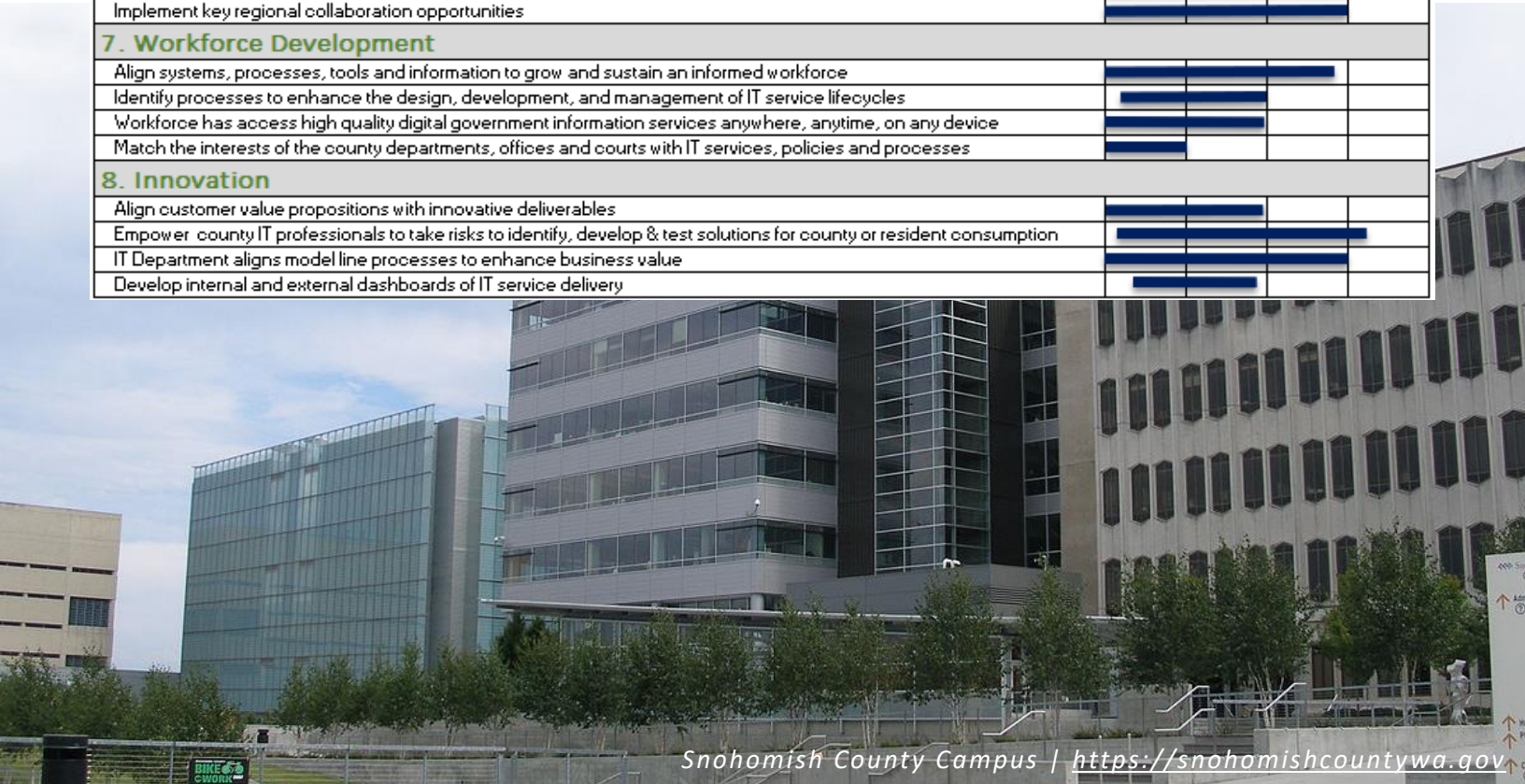
<i>Description</i>	<i>Business Objectives</i>	<i>Approach</i>	<i>Success Measures</i>
<p><i>As one of the fastest growing counties in the nation IT leads the identification and adoption of innovative practices and technologies to support our residents and employees</i></p>	Align customer value propositions with innovative deliverables	Collaborate to identify innovation opportunities	By 2022, Distribute IT innovation strategy approach and implementation plan
	Empower the county IT professionals to take risks to identify, test, and deploy value-add solutions for county or resident consumption	Provide tools and allocate focused time for IT professionals to foster innovation	By 2024, multiple innovations are in production and available to reduce waste or improve the customer experience
	IT Department aligns model line processes to enhance business value	Operationalize and communicate model line process	By 2023, demonstrate continued Wipe Out Waste (WOW) continuous improvement achievements that reflect best practices of the IT department model line efforts
	Develop internal and external dashboards of IT service delivery	<ul style="list-style-type: none"> • Cybersecurity • IT Service Management Quarterly Results • Annual report • Service Level Metrics • Service Catalog 	By 2023, additional visual dashboards of customer value-add services are available and easy to understand



Road map and timing

High level overview of the strategic priorities and their associated timelines

Strategic Priority	2021	2022	2023	2024
1. Civic, Resident & Community Engagement				
Simplify e-commerce and online payments	██████████			
Engage with community students, aspiring and active IT professionals to advance innovation	██████████	██████████		
Provide residents with 24x7 access to interact with the county through online tools and resources	██████████	██████████	██████████	
Address digital equity across Snohomish County	██████████	██████████	██████████	
2. Portfolio Modernization				
Create a systematic management approach to the portfolio management and investments for the enterprise	██████████	██████████	██████████	
Fewer applications by utilizing enterprise wide solutions	██████████	██████████	██████████	
Simplify county infrastructure	██████████	██████████	██████████	
Procure, manage devices, applications and data in smart, secure and standardized ways	██████████	██████████	██████████	
3. Security, Privacy and Data Protection				
Refresh county IT security, privacy and data protection policies and procedures	██████████			
Continue the advancement and expansion of the county cybersecurity strategies	██████████	██████████	██████████	
Mature the county's approach to IT Disaster Recovery documentation, processes and infrastructure for disaster recovery	██████████	██████████	██████████	
4. Data Management				
Increase transparency by ensuring public data and records are appropriately available to access	██████████	██████████	██████████	
Data is created, preserved and managed according to required retention rules and laws	██████████	██████████	██████████	
Strategically align staff, technology and processes to actively manage data	██████████	██████████	██████████	
Increase the use of analytical methods to drive insight about our data and information	██████████	██████████	██████████	
5. Digital Workplace				
County workforce is fully enabled to work in a mobile environment	██████████			
County processes are re-engineered to support a digital workplace with the objective of minimizing the use of paper	██████████	██████████	██████████	
Managed Printing Services centralized into a county wide common approach	██████████	██████████	██████████	
Enable improved collaboration using digital workplace solutions	██████████	██████████	██████████	
6. Digital Government				
Actively engage with the countywide partnership in response to the opioid crisis	██████████	██████████		
Expansion of the first Smart County in Washington State	██████████	██████████	██████████	
Further adopt environmentally and modernized favorable practices	██████████	██████████	██████████	
Implement key regional collaboration opportunities	██████████	██████████	██████████	
7. Workforce Development				
Align systems, processes, tools and information to grow and sustain an informed workforce	██████████	██████████	██████████	
Identify processes to enhance the design, development, and management of IT service lifecycles	██████████	██████████		
Workforce has access high quality digital government information services anywhere, anytime, on any device	██████████	██████████		
Match the interests of the county departments, offices and courts with IT services, policies and processes	██████████	██████████		
8. Innovation				
Align customer value propositions with innovative deliverables	██████████	██████████		
Empower county IT professionals to take risks to identify, develop & test solutions for county or resident consumption	██████████	██████████	██████████	
IT Department aligns model line processes to enhance business value	██████████	██████████	██████████	
Develop internal and external dashboards of IT service delivery	██████████	██████████		



Snohomish County Campus | <https://snohomishcountywa.gov>

Risks and Mitigation Plans

All plans come with an element of risk. The initiatives we have outlined also are subject to potential risks – some anticipated (budgets are constrained) and some unforeseen (we did not see COVID-19 come our way). We have however intentionally not spent a significant amount of time to build in risks assessments in each initiative. The driver for this decision is due to the following:

- Our intention to manage each initiative actively with annual workplans and ongoing business reviews.
- An agile operating model where risks are addressed more real time respecting how dynamic our world is.
- Annual budgeting cycle that allow us to build risk-management into our spending plans.

That being said, ignoring risks and not paying attention to these is not advisable. Therefore, for the purpose of recognizing these, we are attentive to the following areas:

- Unfunded mandates and decisions made outside the control of the department: These are real risks and will invariably happen though out a three-year planning window.
- Budget constraints: Ability to deliver on some of the critical deliverables and projects is subject to a funding model that has to be negotiated on an annual basis. This could result in inability deliver with the expected feature set, or deliver on planned timelines, or deliver at all.
- Talent acquisition: a very aggressive focus on modernizing our environment and workplace will require selectively acquiring talent. The Puget Sound area is a hotbed for technology talent, and we are constantly facing hiring challenges in a very competitive employee marketplace.
- Cyber security or data breach events that defocus the department from its core focus.



Our belief is that with a modern and agile operating model the department will be able to address these risks proactively by conducting regular reviews of the strategies against goals, as well as engaging with the business and regulatory stakeholders to proactively be in front of federal, state, or local regulatory changes that will influence our work. This approach lets us focus on how to build messaging and communication plans that expose ongoing risks as they surface vs considering all the risks up front.

Next steps

As we enter a new year, and we release this updated strategic plan the Department of Information Technology has created a deliverable that intends to communicate the direction of Information Technology for the county. A plan of this nature cannot accurately predict the scenario of the future in a very fast-moving market, with ever changing disruptions and technology changes. Nor can it provide the details required to clearly articulate operational plans to support these strategies. To that effect future supporting deliverables that will help not only communicate more details, but also build operational plans to support the strategies will continue to be developed and published. As we enter the next planning window setting the vision for the future will include the following:

- Provide updates to Snohomish County Code 2.350.065 to reflect an intention to conduct a more evergreen planning process with annual updates to the IT Strategic Plan
- Leverage the supporting white papers to define more clearly the intention of some of these strategies.
- Develop additional white papers in support of the plan aligned with the high-level roadmap
- For the 8 technology priorities, build out operational plans that align these strategies with the current roadmap of executive office priorities as well as provide additional details to reflect IT operational needs for these strategies, including budget and financial impacts.
- Build annual work plans in support of the core strategies and priorities.

We appreciate the opportunity to share with our fellow county employees and residents the direction of Snohomish County Department of Information Technology.

Supporting Materials

Strength, Weakness and Opportunity Analysis (SWOT)

This exercise is updated every year and is available online within the Department of Information Technology Annual Report found here: <https://snohomishcountywa.gov/192/Information-Technology>

IT Service Catalog of Services

Following best practices through Information Technology Infrastructure Library (ITIL) best practices a high-level IT Service Catalog is published every year that contains high level insight into what IT services are provided by the department and their costs. <https://snohomishcountywa.gov/192/Information-Technology>

Cloud versus On-Premise (on-prem)

IT created this decision paper to help customers and IT communities within Snohomish County better understand the pros and cons of cloud versus on-prem. One of our guiding principles is cloud first it's not the only solution. COMING SOON!

Enterprise Data Management

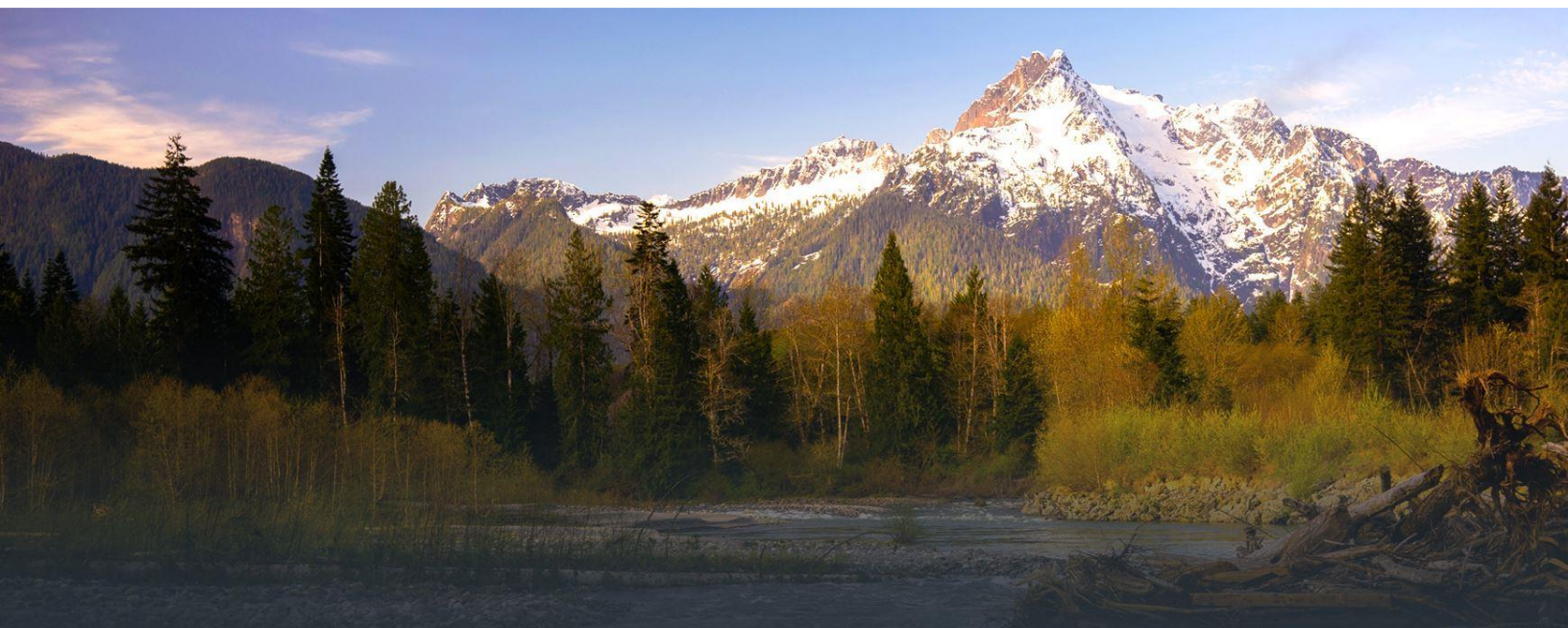
As the digital workplace evolves, the long-term vision includes elimination of paper records in county operations and building business processes supported by technical solutions that create digital records at the source and as a part of the business processes. COMING SOON!

Federated versus Centralized IT Model

Our limited set of resources driving IT solutions across the county are better off partnering and engaging with one another than worrying about other factors, such as the historic desire to centralize IT resources. COMING SOON!

Portfolio Management Approach

Simplifying and standardizing our IT portfolio is a core strategy that will enable us to build strategic road maps that will also drive financial benefits. COMING SOON!



 **VISION**

Simplify the life of Snohomish County residents and employees through technology.

 **MISSION**

Perfect every time to provide direct customer value by establishing a core set of priorities that align with customer and county needs.

 **INITIATIVE**

INITIATIVE #1

Civic, Resident and Community Engagement

Through county IT solutions and services, the public will have additional access to information, tools, and have a better understanding of how to best engage with various county departments, offices, and courts

INITIATIVE #2

Portfolio Modernization

Modernize and simplify the county technology portfolio across devices, applications, vendors, and infrastructure

INITIATIVE #3

Security, Privacy and Data Protection

Increased expectations require the County to be ready to deliver and receive digital information and services anytime, anywhere and on any device. It must do so safely, securely, and with fewer resources

INITIATIVE #4

Data Management

As Snohomish County expands its digital footprint exponentially, data creation must be tied to coordinated plans for access, retrieval, retention, and protection. 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 available, readily accessible, and preserved



GUIDING PRINCIPLES

Customer Focused

People Focused

Technology and Innovation Focused

Accountable

INITIATIVE #5

Digital Workplace

Snohomish County workforce depends on digital solutions to provide services to residents and employees. This will require a continued emphasis on building, buying and implementing solutions that supports the ability to work in a digital and paperless environment

INITIATIVE #6

Digital Government

To continue building for the future of Snohomish County the Department of Information Technology must lead the effort to create a Digital Government strategy that fosters innovation, improves data and the quality of services delivered to the residents and employees of Snohomish County

INITIATIVE #7

Workforce Development

Leverage IT capabilities to create a simple, secure, and seamless work experience for the Snohomish County workforce. Grow the IT skillsets to support initiatives

INITIATIVE #8

Innovation

As one of the fastest growing counties in the nation IT leads the identification and adoption of innovative practices and technologies to support our residents and employees