



Countywide Information Technology Strategic Plan 2005 – 2008

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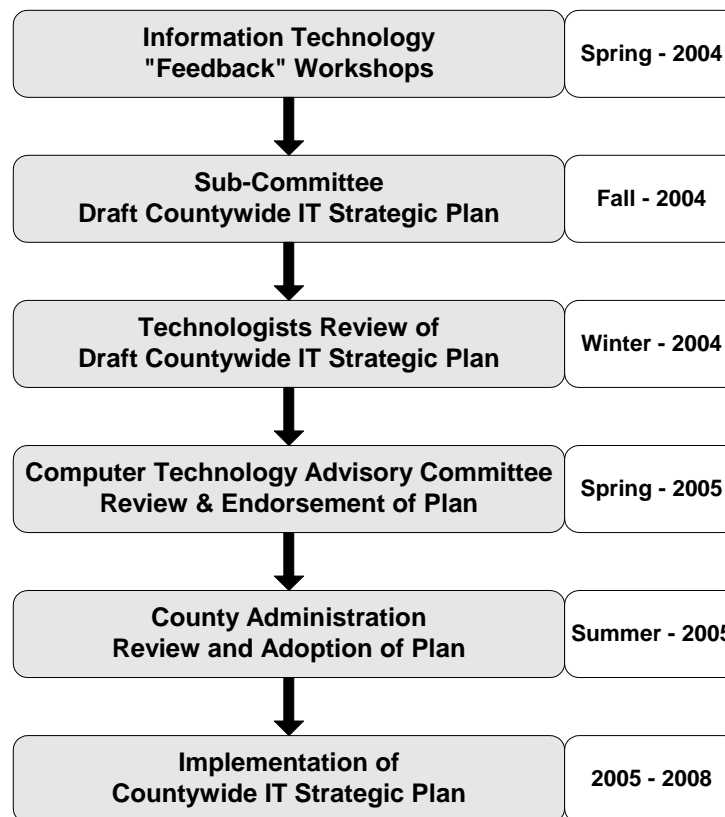
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PLANNING PROCESS

Whatcom County government increasingly relies on information technology to deliver services to citizens. In partnership with County departments, the Division of Information Technology (DoIT) is tasked with the overall management and advancement of this critical system. Faced with escalating demands on the current staff and infrastructure, and growing technology needs, the County Administration called for a new approach to strategic planning in the spring of 2004. All County Department Heads, Elected Officials and key staff were invited to a series of workshops to provide their input about technology needs and directions. A summary of the feedback provided in these workshops can be found in Appendix A and was incorporated into this plan.

A sub-committee of technologists and organizational leaders was formed to craft a plan to address the technology needs of the organization. The plan was critically reviewed by technologists both within and outside of the Division of Information Technology. The revised plan was then endorsed by the County's Computer Technology Advisory Committee (CTAC) and adopted by the Administration in Executive Order 2005-03. Following adoption, specific work plans will be developed by technologists to implement the strategic plan.

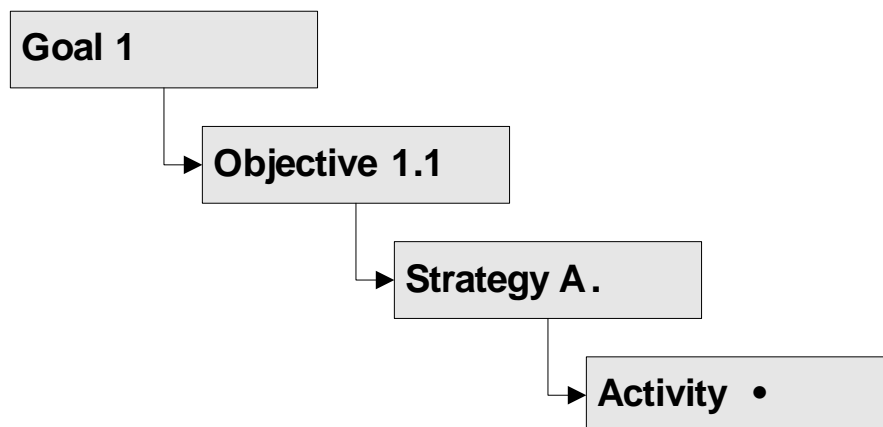


PURPOSE

Over the last thirty years, information technology use at Whatcom County has evolved from manual typewriters to fully automated mobile data collection devices. As we enter the 21st century, the pace of technology growth has become ever more rapid. It is important for the County to shift to a more proactive approach to its use of information technology. Whatcom County is committed to being a government leader in the positive use of information technology to deliver effective services to its staff, partners and citizens. Especially in these times of constrained resources, the most important thing we can do is to invest in the tools and processes of automation to support limited staff across the organization in serving our community.

The purpose of this Countywide Information Technology Strategic Plan is to provide guidance for ALL departments and decision makers in making significant improvements a reality over the next four years.

This Countywide Information Technology Strategic Plan is presented in outline form. The outline hierarchy is from goal to objective to strategy to activity as follows:



Goals are broad statements to guide information technology over the next four years. Objectives are general statements of what Whatcom County hopes to achieve. Strategies are the approaches to be used to meet the objectives. Activities are suggested tasks with measurable actions to achieve desired outcomes.

The goals, objectives, strategies and activities of the plan were developed with the following beliefs:

- Technology planning and delivery is best when based on a comprehensive organization model;
- It is essential to have a strong partnership and positive communications between departments and the central Division of Information Technology;
- Migrating data and applications from desktop to enterprise (countywide) systems will be implemented with the aim of increasing ease of work without impeding local user flexibility;
- Clarity and visibility of technology responsibilities and processes is vital;
- Technology investment funding needs to be built into long-range capital planning; and
- Governance and security audit findings of 2003 will be addressed.

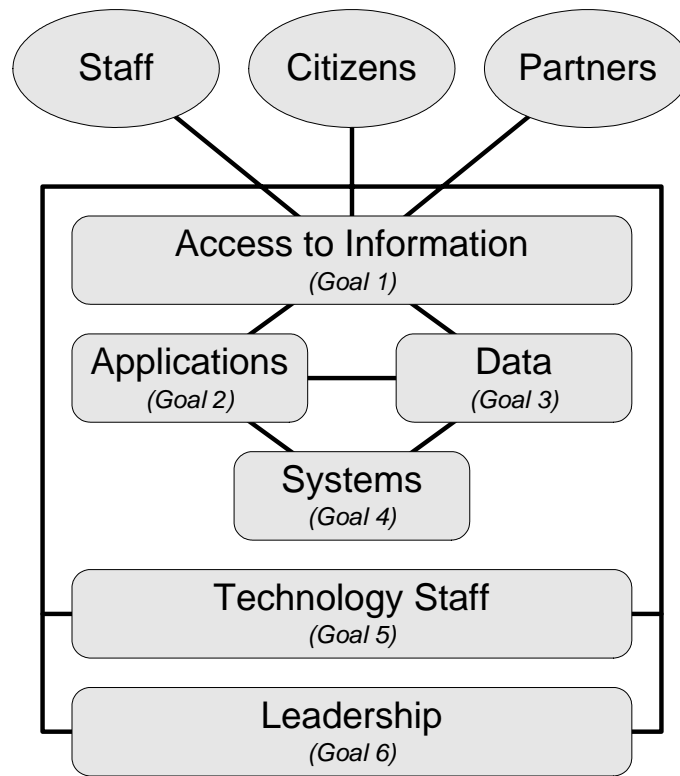
PLAN OVERVIEW

This Countywide Technology Strategic Plan presents six general goals along with the objectives, strategies and activities to achieve each goal.

Technology Goals

#	Goal	Key Word
1	Provide Timely Access to Information	Access
2	Seek Opportunities to Improve Work Processes	Applications
3	Approach Technology Projects with an Emphasis on Data Integration	Data
4	Deploy Secure and Reliable Information Systems	Systems
5	Deliver Services in a Responsive and Cost Effective Fashion	Staff
6	Actively Lead Information Technology	Leadership

These goals are essential in providing technology services to staff, partners and citizens. The following diagram depicts how these goals collectively provide customers with access to electronic information.



PLAN ACCOUNTABILITY AND REVIEW

Accountability and review cycles will be critical to the success of the strategic plan. Goal 6 (Actively Lead Information Technology) emphasizes the importance of accountability and review. A few of these activities are listed below:

- Improve the communications of progress updates;
- Apply and refine the use of performance measures;
- Communicate the results of measured performance;
- Report progress to multiple audiences (Council, users, technologists);
- Monitor and report on the implementation of the strategic plan; and
- Review, refine and update the strategic plan at least annually.

GOAL 1: PROVIDE TIMELY ACCESS TO INFORMATION

Objective 1.1: Enhance “virtual” front counter on the Web

A. Use Web as primary vehicle for access to County documents

- Develop public records electronic access and management policies
- Establish cost-recovery policy for hardcopy distribution of documents (e.g. Bound reports and compact discs)
- Integrate Web with document management system (Laserfiche) and other County business systems
- Deploy a Web-GIS portal for universal access to County information (e.g. Zoom to parcel on map and retrieve property information)
- Establish the Web as a universal tool for distributing countywide information to employees
- Publish countywide services Frequently Asked Questions (FAQ)
- Implement robust County Web site search services
- Explore implementing a download site for community requests for public datasets (e.g. Web or FTP)
- Provide login access to appropriate Web services

B. Expand Web experience to include business processes

- Automate application process for County services (e.g. Jobs, permits, reservations, and other applications)
- Implement e-commerce technologies to accept on-line payment
- Develop form routing capabilities to automate the approval process
- Provide citizens and partners with transparent access to transactions (e.g. Permit or contract status)
- Explore electronic tools for facilitating community dialog (e.g. Forum, listserv, wiki)

C. Promote updates to Web content

- Encourage departments to actively maintain Web site using content management software
- Provide countywide event management system
- Keep dynamic Web content current

Objective 1.2:

Increase the digital capture of information at its point of origin

A. Deploy mobile and front counter digital collection and access devices

- Equip field teams with mobile devices (e.g. Personal Digital Assistants, Tablet PCs, etc.)
- Provide staff collecting location-based data with Global Positioning System (GPS) enabled devices
- Deploy a common “Desktop Kiosk” for self-service access to and update of countywide information

B. Deploy electronic forms using Web, desktop and mobile technologies

- Perform a countywide inventory of paper forms
- Replace 50% of paper forms with electronic forms or other equivalents
- Provide ability to “save” forms to disk (PDF, etc.)

C. Establish digital submission policies

- Introduce County policies to require digital submissions when supported by a business case (e.g. Subdivisions, job applications, etc.)

Objective 1.3:

Develop processes to maintain the integrity of digital information

A. Validate information at point of origin

- Maximize the use of data entry fields with “pick lists” or “drop-down” choices
- Minimize the use of “free form” data entry fields
- Employ data entry error checking and correction techniques

B. Establish countywide standards for common data formats

- All departments use common format for site addresses
- All departments use common format for parcel number
- Identify other opportunities for data standardization

C. Develop master datasets for use across all departments

- Maintain and publish common datasets (e.g. All valid site addresses in County)
- Assign data steward responsibility for common datasets and communicate countywide

Objective 1.4:
Expand “virtual” office to remote staff and partners

A. Provide remote access to County business systems

- Continue to support and enhance remote computing capabilities beyond current e-mail access
(e.g. Intranet access, file servers, etc.)
- Deploy secure access to authorized remote staff to County business systems
(e.g. MyWhatcom)
- Increase electronic transactions with partners
(e.g. City of Bellingham access to County property information system)

GOAL 2: SEEK OPPORTUNITIES TO IMPROVE WORK PROCESSES

Objective 2.1: Increase application development capacity

A. Increase enterprise application development capacity

- Provide training in enterprise application development (e.g. Visual Basic, Java, RPG for “front-end” development)
- Increase use of business analyst consulting (internal and external)
- Augment central Division of Information Technology application development staff and separate from desktop support operations to focus efforts on programming
- Reduce reliance on legacy code and increase reliance on contemporary code (e.g. Migrate from SYS36 to a modern computer language)
- Apply standard techniques for documenting programming and technical processes

B. Increase desktop application customization capacity

- Provide training in department desktop applications customization (e.g. Customize MS Office applications)

Objective 2.2: Work with departments to identify key information workflows

A. Develop a standardized approach to documenting workflow

- Identify and adopt techniques for documenting workflows
- Promote countywide use of workflow documentation through education and training

B. Set up small process improvement workgroups for workflows

- Create small process improvement workgroups for key workflows
- Identify and document key information workflows
- Identify and address security and privacy issues
- Analyze information workflows for improvement and automation

Objective 2.3: Automate key workflows

A. Evaluate and prioritize automation

- Build “business cases” for the introduction of new information technologies to automate key information workflows
- Select priority workflows for automation

B. Implement selected desktop solutions

- Customize standard desktop business applications (MS Office) to improve staff and department information workflows

C. Implement selected enterprise solutions

- Develop enterprise applications to improve countywide information workflows

D. Educate users and monitor workflow solutions

- Train users on new work processes
- Periodic review and revision of workflows

GOAL 3: APPROACH TECHNOLOGY PROJECTS WITH AN EMPHASIS ON DATA INTEGRATION

Objective 3.1: Support and coordinate countywide data management activities

A. Establish an interdepartmental data management team

- Coordinate technical data management activities across departments
- Inventory key department and countywide datasets and ownership
- Apply countywide standards for data collection, quality, storage and retrieval
- Provide a forum or other mechanisms for peer support

B. Support geographic information systems (GIS)

- Support GIS Policy Committee, departmental and central GIS staff implement a countywide GIS
- Organize digitally submitted data for efficient search and retrieval by location
(e.g. Geo-hazard studies, wetland reports)

C. Lead multi-jurisdictional data integration efforts for region

- Assume leadership role for multi-jurisdictional databases and applications
- Position the County to serve as the digital hub for priority regional data integration
- Lead development of a secure regional network for seamless data exchange and system integration with local government partners

Objective 3.2:

Encourage desktop to enterprise database migration

A. Provide enterprise database infrastructure to consolidate databases

- Provide central database server capacity for tabular and GIS datasets
- Provide consolidation and reporting of countywide datasets using technologies (e.g. Data warehousing and Web services)

B. Partner with departments to populate centralized databases

- Work with department data administrators to inventory business critical desktop databases
- Upsize business critical desktop databases to central enterprise databases (e.g. MS Access to MS SQL Server)
- Provide department data custodians with administrative rights to their data on central database servers

Objective 3.3:

Create data integration opportunities

A. Design an integration-friendly architecture

- Build an enterprise system architecture to facilitate cross-department and external data integration
- Identify data standards for types and key fields
- Develop database key structures to enable cross departmental and database reporting
- Establish location (parcel, address, latitude/longitude) as a common database key to join information from disparate databases

B. Implement Web services

- Construct Web service interfaces for all business critical systems (e.g. iSeries - Parcel Database Information System)
- Develop a common language that applications can use to communicate with Web service interfaces (e.g. Persistent Uniform Resource Locator)

C. Approach technology projects with an emphasis on data integration

- Encourage and support cross-department and external technology collaboration
- Require new technology solutions to have interfaces to existing and planned business systems (e.g. Maintenance management to/from financial system interface)

GOAL 4: DEPLOY SECURE AND RELIABLE INFORMATION SYSTEMS

Objective 4.1: Establish and monitor system availability and performance targets

A. Develop Service Level Agreements (SLA)

- Identify departments' critical business information systems
- Establish measurable performance standards (metrics)
- Enter into Service Level Agreements with responsible parties (partners and service providers)

B. Implement monitoring and reporting

- Monitor business critical information systems
- Provide monthly reporting of actual usage and performance

C. Maintain business continuity

- Develop disaster recovery procedures and safeguards
- Implement periodic testing of disaster recovery procedures and safeguards
- Provide semi-annual reporting of disaster recovery simulations

Objective 4.2: Maintain secure information systems

A. Implement access policies

- Develop countywide security levels for systems and data
- Seek appropriate counsel (e.g. legal, audit, current policies)
- Publish data access policies
- Implement standardized security levels on business critical systems

B. Actively monitor and respond to security breaches

- Enhance intrusion detection
- Perform periodic security audits with published results and mitigation plans
- Develop, publish and follow security incident response procedures

C. Improve perimeter security

- Optimize the County's perimeter security architecture (e.g. Connection to Internet and state agencies)
- Shorten evaluation and replacement cycles for security tools
- Perform periodic tests of perimeter security

D. Security education and compliance

- Promote security awareness across all staff
- Conduct regular security training for management and staff

Objective 4.3: Maintain reliable information systems

A. Adhere to “best practices”

- Apply industry-standard technology “best practices”

B. Isolate and protect production systems

- Adopt formal change management procedures (e.g. maintenance windows, departmental notification, documentation of technical changes)
- Maintain logs of changes on all critical business systems
- Perform development and staging activities on non-production systems

C. Implement fault tolerant systems

- Deploy redundant hardware solutions for critical business systems (e.g. Redundant Array of Independent Drives)

D. Enhance storage, backup and restoration systems

- Identify countywide and department specific needs (e.g. Data, schedule, technique, archive, retention, etc.)
- Develop and implement department and countywide backup procedures
- Conduct periodic restoration tests and document results
- Explore new data storage technologies (e.g. Storage Area Networks and Network Attached Storage)

GOAL 5: DELIVER SERVICES IN A RESPONSIVE AND COST-EFFECTIVE FASHION

Objective 5.1: Implement Information Technology help desk ticket system

A. Select and deploy Help Desk ticket system

- Evaluate the new Computerized Maintenance Management System (CMMS) along with specialized Help Desk ticket systems for use in the Division of Information Technology
- Select and deploy Help Desk ticket system

B. Improve customer communication

- Provide customers with transparent access to all work tickets to provide self-service updates on work progress and priorities

C. Improve services and balance priorities

- Perform regular analysis of service request patterns to improve service delivery
- Publish detailed monthly reports on accomplishments and workload to help align resources with priorities

Objective 5.2:

Improve technology procurement and installation process

A. Analyze technology procurement process

- Create a procurement improvement task force
- Document the technology procurement and installation processes
- Explore opportunities for using enterprise systems such as document management (Laserfiche), e-mail/groupware (GroupWise) or a new help desk ticket system to automate procurement

B. Streamline technology procurement

- Prepare and implement an action plan to streamline technology procurement and installation
- Stage procurement evenly throughout the year
- Establish average time for technology procurement and installation (e.g. Three weeks for personal computer)
- Publish current pre-approved lists of standard hardware, software and “fringe” technology (e.g. Facsimile machines and copiers)

C. Improve customer communication

- Publish procurement and installation process
- Provide customers with transparent access to the status of procurement orders

Objective 5.3: Foster technology proficiency in all staff

A. Support countywide technology staff

- Foster trust and cooperation among all countywide technology staff
- Clearly define department Information Technology Contact roles and responsibilities in the overall information systems support structure
- Increase department Information Technology Contacts' ability to handle first-level technology support

B. Work to improve countywide technology skills

- Survey departments to identify priority technology education needs
- Provide countywide training tailored to end users
- Deploy and actively maintain a Frequently Asked Questions (FAQ) technology support knowledge base on the Intranet which will become the user's first point of problem resolution

Objective 5.4: Place a premium on customer satisfaction

A. Continue to achieve and improve customer satisfaction

- Develop strategies for maintaining customer satisfaction in a resource-constrained environment
- Actively communicate project activities, successes and issues to customers and management
- Seek frank feedback from customers about services
- Manage customer expectations through improved communications using project management tools such as timelines and status reports

B. Clarify technology service roles and responsibilities

- Formalize service area roles and assign direct and backup responsibilities
- Publish general service area responsibilities to clarify customer support channels (e.g. Who do I call?)

C. Expand technology consulting services

- Identify unmet technology consulting needs
- Build internal and external technology consulting capacity to meet the growing department needs to improve business processes with technology (e.g. Technology project management, application development, etc.)
- Consider separating consulting from operations to promote both service areas as a priority

Objective 5.5: Reduce desktop support costs

A. Improve the use of desktop standards to lower costs

- Establish a collaborative process involving countywide technologists to recommend standards
- Regularly review and advance standards
- Support standards through education

B. Explore managed personal computer concepts

- Develop department or role level standard computer images
- Experiment with thin client software and hardware technologies

C. Research alternative acquisition strategies

- Explore the leasing of desktops

GOAL 6: ACTIVELY LEAD INFORMATION TECHNOLOGY

Objective 6.1: Identify plan priorities and refocus staffing for implementation

A. Prioritize plan elements

- Engage stakeholders in prioritization process
- Seek peer review from external experts
- Publish and communicate plan priorities

B. Refocus staffing toward priority plan initiatives

- Revise Division of Information Technology work plans and staff assignments
- Revise departmental staff work plans and staff assignments
- Determine and address staffing gaps (e.g. DoIT., departments, contractors)
- Consider methods to foster partnership between DoIT and departments
- Provide targeted technology training
- Establish and document technology training plans
- Fund required training

Objective 6.2: Evolve infrastructure for plan implementation

A. Follow plan priorities and proactively invest in infrastructure

- Incorporate plan into budgeting process (e.g. Inventory of Services, Additional Services Requests)
- Create a “large systems” selection process
- Develop a “business case” approach to evaluate costs and benefits of new technology projects and significant technology purchases
- Craft project submission and prioritization processes
- Establish standards for applications, personal computer hardware and peripherals

B. Develop a Technology Projects Plan (4-Year)

- Establish and document enterprise architectures
- Update and maintain services, hardware and application inventories
- Conduct annual review of accomplishments with departments and technology oversight bodies
- Identify large technology projects
- Project capital needs (e.g. New phone system)
- Draft detailed Technology Projects Plan(s)

C. Create a mechanism to fund the Technology Projects Plan

- Include large technology projects in countywide capital planning
- Expand TR&R funding concept to include server-side and networking infrastructure
- Explore other funding mechanisms to keep our technology current

Objective 6.3:

Apply “best practices” in managing technology projects

A. Identify project management “best practices”

- Create a team of organizational project management leaders
- Establish core project management expectations
- Develop practical set of project management techniques by project scale
- Obtain project management certification for at least one senior staff member (e.g. Project Management Institute)

B. Apply project management “best practices”

- Incorporate project management techniques into daily operations
- Deploy project management resources, aids, templates on the Intranet
- Use risk management techniques to plan for organizational concerns (e.g. Security and legal)
- Plan for ongoing support and maintenance (services tail)
- Publish monthly project status reports on the Intranet
- Setup review cycles at the conclusion of large projects

Objective 6.4: Govern for effective information technology

A. Clarify technology governance structure

- Review current leadership configuration
- Develop a comprehensive list of all technology committees and clarify their respective roles and responsibilities
- Clarify advisory from decision-making authority
- Review other organizations for insights where governance and technology excel
- Revise governance to support implementation of the strategic plan
- Conduct ongoing review of the effectiveness of the governance structure

B. Enhance methods for monitoring technology progress

- Improve the communications of progress updates
- Apply and refine the use of performance measures
- Communicate the results of measured performance
- Report progress to multiple audiences
(e.g. Council, users, technologists)

C. Increase effectiveness of policy, standards and guidelines

- Update policies to reflect strategic plan
- Develop and refine policies as identified
(e.g. Technology security)
- Communicate policies and provide ongoing training to users

D. Conduct periodic Information Technology Strategic Plan review

- Monitor and report on the implementation of the strategic plan
- Review, refine and update the strategic plan at least annually

TERMS

Best Practice: A superior method or innovative practice that contributes to the improved performance of an organization, usually recognized as "best" by other peer organizations. (Source: *American Society for Quality Dictionary*)

Business Case: A structured proposal for business improvement providing a decision package for organizational decision makers. A business case includes an analysis of business process performance and associated needs or problems, proposed alternative solutions, assumptions, constraints, and risk-adjusted cost/benefit analysis. (Source: *U.S. General Accounting Office Business Process Reengineering Assessment Guide*)

Client-side: Occurring on a local client computer in a client-server system. For example, on the World Wide Web, some programming scripts are considered client-side because they are executed by your local computer's Web browser. In contrast, other programming scripts are considered server-side because they run on the Web server. (Source: *Modified Webopedia*)

Computer & Technology Advisory Committee (CTAC): A committee established by Whatcom County Executive Order 97-07 "... to perform the duties of reviewing and developing necessary strategies regarding the County's needs for computer and technological systems, evaluating and planning for the technological needs of the County, and recommending, when necessary, capital improvements to the technological system of the County." (Source: *Whatcom County Executive Order 97-07*)

Disaster Recovery: Methods for ensuring an organization recovers from natural and human-caused disasters that affect its computer-based operations. (Source: *McGraw-Hill Online Learning Center*)

E-Business (Electronic Business): Conducting business on-line via the Internet. It not only includes buying and selling but also serving customers and collaborating with partners. (Source: *Modified SearchCIO.com*)

E-Commerce (Electronic Commerce): Buying and selling products and services on-line via the Internet. (Source: *Modified SearchCIO.com*)

E-Government (Electronic Government): Delivering government service through electronic means such as the Internet. The application of e-business technologies and strategies to government organizations. (Source: *Modified Unisys 2000 Annual Report Glossary*)

Enterprise Architecture: The overall configuration of technology (software, networks, hardware, data) to most effectively support organization-wide needs.

Geospatial Data: Information to identify the geographic location and characteristics of natural or constructed features and boundaries on the earth. This information may be derived from, among other things, remote sensing, mapping, and surveying technologies. (Source: *United States Geological Survey Content Standards for Digital Geospatial Metadata* [Glossary](#))

Geographic Information System (GIS): An arrangement of computer hardware, software, and geographic data people interact with to integrate, analyze, and visualize the data; identify relationships, patterns, and trends; and find solutions to problems. The system is designed to capture, store, update, manipulate, analyze, and display the geographic information. A GIS is typically used to represent maps as data layers for study and analysis. (Source: *Environmental Systems Research Institute* [GIS Dictionary](#))

Global Positioning System (GPS): A constellation of 24 radio-emitting satellites deployed by the U.S. Department of Defense and used to determine location on the earth's surface. The orbiting satellites transmit signals that allow a GPS receiver anywhere on earth to calculate its own location through triangulation. The system is used in navigation, mapping, surveying, and other applications in which precise positioning is necessary. (Source: *Environmental Systems Research Institute* [GIS Dictionary](#))

Help Desk Ticket System: Software which assists in tracking and prioritizing computer support requests.

Infrastructure: The computer and communication hardware, software, databases, people, and policies supporting the organization's information management functions.

Information Technology (IT) Contact: A person designated by the Contact's department head to relay PC/Network problems to DoIT staff. This allows for a single point of contact to DoIT. (Source: *Whatcom Internal Resource Exchange* [WIRE](#))

Listserv: An automatic mailing list server. When e-mail is addressed to a LISTSERV mailing list, it is automatically broadcast to everyone on the list. (Source: *Modified* [Webopedia](#))

Large system: A critical business technology serving one or more departments. Whatcom County examples include e-mail (Novell GroupWise), document management (Laserfiche) and election system (EIMS).

Portal: A main "point of entry." In technology terms, a portal typically refers to a Web site serving as gateway to a large amount of information and services.

Remote computing: Using computer devices away from an organization's primary location(s).

Server-side: Occurring on a central computer server in a client-server system. For example, on the World Wide Web, some programming scripts are considered server-side because they run on the Web server. In contrast, other programming scripts are considered client-side because they are executed by your local computer's Web browser. (Source: *Modified* [Webopedia](#))

Service Level Agreement: Abbreviated SLA, a contract between a service provider and the end user that stipulates and commits the provider to a required level of service. An SLA should contain a specified level of service, support options, enforcement or penalty provisions for services not provided, a guaranteed level of system performance as relates to downtime or uptime, a specified level of customer support and what software or hardware will be provided. (Source: Modified [Webopedia](#))

Technology Replacement & Revolving (TR&R) Fund: The Whatcom County fund used to replace **existing** hardware, software, fax machines and computer peripherals. (Source: [Whatcom County Policy AD132101Z](#))

Technologists: Whatcom County staff with technology responsibilities. This includes staff in the Information Services Division as well as staff in other departments with roles such as Information Services Contacts, GIS specialists, data administrators and Web contacts.

Thin Client: In client/server applications, a client designed to be especially small so that the bulk of the data processing occurs on the server. Although the term thin client usually refers to software, it is increasingly used for computers, such as network computers that are designed to serve as the clients for client/server architectures. A thin client is a network computer without a hard disk drive, whereas a fat client includes a disk drive. (Source: Modified [Webopedia](#))

Virtual: Not real. The term *virtual* is popular among computer scientists and is used in a wide variety of situations. In general, it distinguishes something that is merely conceptual from something that has physical reality. A *virtual* front counter is a front counter that is simulated using computer technologies such as electronic documents and forms, on-line payment, etc. (Source: Modified [Webopedia](#))

Virtual private network (VPN): A network technology allowing a public network such as the Internet to establish a secure connection between two remote locations. (Source: Modified [Webopedia](#))

Web: A computer network with a collection of informational sites with text, graphics, sound and animation resources viewable by desktop "Web" browsers. The Web typically refers to the World Wide Web on the Internet, but it may also refer to an internal intranet.

Wiki: A collaborative Web site comprised of the perpetual collective work of many authors. (Source: Modified [Webopedia](#))

POLICY REFERENCES

- **Whatcom County Home Rule Charter – Amended 1995**
([Section 9.60 – Information Management](#))

- **Whatcom County Code**
([Chapter 2.76 – Administrative Services Department](#))

- **County Strategic Plan**
([Whatcom County Strategic Plan 2001 – 2002](#))

- **Establishment of Computer & Technology Advisory Committee**
([Whatcom County Executive Order 9707](#))

- **Information Technology Governance and Security Audit**
([Whatcom County Audit Report - 12/30/2003](#))

APPENDIX A – SUMMARY OF WORKSHOPS

IS- Strategic Planning Meeting

May 11, 2004

“Weighted” Technology Goals

1. Convert Physical Records – Laserfiche (20 green, 12 yellow)
 - Searchable
 - Less staff time
 - Frees up storage space
 - Reduces mold
 - Centralized
 - Easy access
2. Dynamic Web Development (18 green, 8 yellow)
 - Online forms (fill out and submit online)
 - Cut down on calls/visits
 - Provide instant information
 - Schedule facilities
 - Complaint/results tracking
 - Maps and projects list
 - Departmental editing of website and intranet content
 - May cut costs
 - Improves service
 - Electronic signature
3. Remote Access to Information that Creates a Virtual Office (14 green, 9 yellow)
 - Accessible anywhere 24/7
4. Electronic Filing and Service (12 green, 6 yellow)
5. Level of Support for Systems (11 green, 16 yellow)
 - Maintenance
 - Response to changing business needs
 - Define roles
6. Centralized GIS (9 green, 5 yellow)
 - Standards and protocols
 - Repository
 - Shared Data
 - Reduced duplication
 - Linking

7. Evaluate and Update/Create Departmental Software Needs (9 green, 3 yellow)
 - Victim Witness Notification
 - Jury Selection
 - Conflict Recognition
 - Assets Management
 - Digital Holographic Exhibits
 - Automate and Merge Data
 - Brief Banks
 - Stand Alone Capacity
8. Streamline Administrative Workflows (8 green, 16 yellow)
 - Cut down on multiple reviews/signoffs
 - Council actions (contracts, budget, resolutions)
 - Purchasing
 - Timesheets and payroll
 - PDA recorded project time
 - Scheduling common rooms
9. EOC/Command Post – Stand Alone Capacity (8 green, 3 yellow)
10. Real Time Data Collection and Use – Wireless Applications and Updating (8 green, 2 yellow)
 - From the field
 - For work planning/response
 - Permit planning
11. Make Maps Accurate (7 green, 5 yellow)
 - Legally
 - Geographically
 - For modeling purposes
 - Survey grade monumentation
 - Roads and sector corners
12. Security (7 green, 1 yellow)
 - Weapons screening
 - Jail/Juvenile Controls
 - GPS Monitoring
 - Surveillance/recording cameras
13. Coordinated Credit Card Usage (5 green, 9 yellow)
 - Countywide
 - Over the county
 - Online
14. Sharing Case Management System (5 green, 6 yellow)
 - Access internally
 - Manipulate
 - Secure external access

15. Take Data – Make Interactive Links (5 green, 4 yellow)
(GIS, GPS)
 - Access by all departments
 - Minimize number of people to manage
 - Inventory and searchable
16. Multi-platform Report Writer (5 green, 4 yellow)
17. Biometric ID and Monitoring (4 green, 10 yellow)
18. Expand/Update System Capacities (4 green, 7 yellow)
 - HVAC System
 - Prox Lock System
 - Training/Event Support
 - Distribute Electronically to all employees
 - More flexible/versatile HRMS
 - Ability to send receive large documents
19. Track Manpower and Materials – Computerized Maintenance Management
(4 green, 4 yellow)
(Production management extends life of assets.)
20. Life of Systems (4 green, 3 yellow)
 - Vendors – evaluate relationships
 - Aging equipment
 - Adequate reserves
 - Updates/replacements of major infrastructure
21. Process Speed of AS400 (4 green, 1 yellow)
(Capacity and availability) (DASD)
22. Voice Recognition Software – Voice to Text (3 green, 8 yellow)
 - Reduce Carpal Tunnel Syndrome
 - Save transcription time
23. Barcode Capabilities (3 green, 3 yellow)
24. Videoconferencing (2 green, 18 yellow)
 - Saves travel costs
 - Training
 - Conferences
 - Interviewing
25. IS Upgrades (2 green, 3 yellow)
 - Reroute IGN traffic through firewall
 - Improved incident tracking
 - Intrusion detection
 - Improve backup and restore
 - Revamp IS department contact system

26. Telephone System (2 green, 3 yellow)
 - Assess business needs
 - Instant Voice Recognition (IVR)
 - Call center management
 - Explore Voice Over Internet Protocol (VOIP)
27. Fax from Desktop (2 green, 2 yellow)
 - Saves phone lines
 - Reduces long distance
 - Distribution capability
28. Improved Communications (2 green, 1 yellow)
 - Public access kiosks
29. Electronic Library (1 green, 8 yellow)
 - Laws
 - Reports
 - Convert physical one to computer
30. Track Service Requests (1 green, 3 yellow)
31. Juvenile Remote Education Access (1 green, 2 yellow)
32. Special District Access (1 green, 1 yellow)
33. Prevent Unauthorized Access to County Records and Work Areas ((1 green, 1 yellow)
34. Track Workflow (1 green)
 - Details from each desk (internal, external)
35. Video Training (4 yellow)
 - Internet
 - In-house
 - On-demand
36. Business Continuity Planning (2 yellow)
 - Redundancy
 - Data protection
 - Disaster recovery
37. Back-up/Duplication (1 yellow)
 - Knowledge bases (cross-train, data bases)
 - Computer back-ups
38. Expand Emergency Communication for Public Safety/Health (1 yellow)
 - Power outage
 - Cell phones
 - Land lines
39. Customized Database
 - Storage
 - Retrieval
 - Email address collection

40. Individual Departmental Needs
41. Technologically Prepared and Cross-trained Staff
42. User Friendly Information for the Public
43. Single Location/Site for Public to Go (One Stop Web)
44. Use Technology to Schedule Across Departments
 - Vehicles
 - Laptops
 - Projectors
 - Space
 - Shared equipment
 - Regular maintenance
 - Replacement of parts
 - Allows accountability and audit trail
 - Less staff time
45. ID of Potential Users of Users
46. Single Point of Access (Appol, Internet, WIRE)
47. Groupwise Training
48. Work Management Tools
49. Capitalize on Tools departments Can Use Directly
50. System Integrity Centralized
51. Departments and Groups of Departments as Data Custodians