Strategic Advisory Council

October 20, 2017

~Meeting Minutes~

Attendees:

SAC Internal Members	Organization	Present
Dow Constantine	King County Executive - *Represented by Mike Fong*	X
Kathy Lambert	King County Council	
TBD	King County Council	
Laura Inveen	King County Superior Court	X
Donna Tucker	King County District Court	
John A. Wilson	King County Assessor	X
Dan Satterberg	King County Prosecuting Attorney – *Represented by Lisa Manion*	X
John Urquhart	King County Sheriff's Office	
Julie Wise	King County Elections	X
Tanya Hannah	King County Information Technology	X
SAC External Members		
Stuart McKee	Microsoft Corporation	X
Michael Mattmiller	City of Seattle	X
Michael Cockrill	State of Washington	
Jason Weiss	Sound Transit	
Clare Pedersen	Former Slalom	X
Trever Esko	Snohomish County	X
SAC Other Attendees		
Fred Jarrett	King County Senior Deputy Executive	X
Mike Fong	King County Chief Operating Officer – *SAC Chair for Dow*	X
Rob Gannon	DOT, Transit	X
Zlata Kauzlaric	King County Information Technology	X
John Klein	King County Information Technology	X
Aaron Barak	King County Information Technology	X
Sharon Potts	King County Information Technology	X
Brent Carroll	King County Information Technology	X
Syrena Ogden	King County Information Technology	X

<u>**Welcome and Introductions**</u>   **1:00 PM**

King County Chief Operating Officer Mike Fong chaired the meeting.

- Mike Fong welcomed the Strategic Advisory Council (SAC) and led introductions around the table first introducing himself as the new Chief Operating Officer (COO) for King County (KC), as well as this SAC meeting's Chair on behalf of Dow Constantine.
- Tanya Hannah was welcomed as the Interim Chief Information Officer (ICIO) for King County.

Recognition of Bill Kehoe, former KC CIO:

- Fred Jarret (Senior Deputy Executive) talked about how Dow Constantine recognized Bill Kehoe and his efforts as the former Chief Information Officer (CIO) of King County, as well as Bill's push to further progress and maturation for IT across King County (KC). During Bill's seven-year tenure, he accomplished amazing work bringing groups together, including both the executive departments and the elected agencies, and all IT enabled improvements across the County. "One of the best people I'd worked with. Here's to Bill."
- Mike Fong once again thanked and recognized Tanya Hannah for stepping up as the Interim CIO, while King County is actively searching nationwide for the next KC CIO.
- Stuart McKee (NTO, Microsoft) impressed upon King County that leadership transition is hard, especially in the tech industry and IT; strongly encouraged KC to fill the CIO role as soon as possible. Stuart commended KC for great leadership and staff and looking forward to meeting the new CIO. There are not many boards or councils like the County's SAC across the country, this is great!

Opening remarks:

- Mike Fong recognized and thanked the SAC for driving the vision for KC by advising on, validating and endorsing Strategic Technology Plans. The SAC helps KC set technology strategy and the projects that move the strategy forward, which have been essential for King County becoming the Best Run Government – which is one of Dow's major initiatives. In July of this year, King County took first place in Government Technology's Digital Counties Survey 2017, winning in the large population category.

<u>**Discussion Topics**</u>

1. **IT Governance in King County / Purpose of the SAC**   **1:15 PM**
    Zlata Kauzlaric (KCIT Governance Manager) presented.

    - Zlata discussed the background, roles and responsibilities, as well as the purpose, of both IT Governance and the SAC.

2. **Review Progress on SAC Motions from the last 3 – 5 years**   **1:25 PM**
    Zlata Kauzlaric presented.

- Zlata Kauzlaric briefed the SAC on actions over the years and discussed the continued value the SAC brings to the table by emphasizing their continued endorsement of KCIT's move to a service based organization, utilization of the information security roadmap, updating of application inventories, and prioritizing investment criteria for projects. Still work to do: continued application modernization and futher progress on leveraging data. An example of progress: the Unified Communications Implementation is delivering on Business Case, saving $4M/year.
- Michael Mattmiller (CTO, Seattle) is interested in learning more about the County's Business Management Council (BMC) and the Technology Management Board (TMB) and would like an opportunity to attend a meeting soon.
- Fred Jarret asked the SAC what kind of information they would like prior to these SAC meetings.
  - Clare Pederson (Former Director, Slalom) would like informative pre-meetings, possibly quarterly, to gain a deeper understanding of the issues currently facing KC and KCIT.
    - Aaron Barak supported this recommendation.
  - John Klein emphasized the value of the SAC's knowledge base and wants to know what is important to the SAC.
  - John Wilson wanted to know what key points KC can use to gather strength based off the combined experience of the SAC, especially from the external SAC members.

3. IT Data and Digital Strategy Update   1:35 PM
Aaron Barak (CTO, KCIT) presented.

- Aaron Barak updated the SAC on the County's Data Strategy, and asked the SAC how they think we are doing according to the strategic plans with respect to data. Where are improvements needed? KCIT desires more input on business continuity. What do other agencies do? Private sector? Other governments across the nation?
- Trever Esko conveyed a deeper need to concentrate on business language and metrics when talking about these strategies.
- John Wilson recommended more discussion around data the County has in its custody, including property data.
- Clare Pederson asked about prioritization: which projects, how to implement, when to start.
  - Aaron Barak explained there is a complex Q&A with a form of triage that acts as a spring board in the decision making process.
- Julie Wise brought up community based issues on how to protect citizen data and how the data is used.
  - John Wilson backed this up with community fears of third party usage of personal data and privacy fears, with special concerns about the new possible direction of the Fed.
- Stuart McKee emphasized the importance of "don't pursue data for data sake." Ask the question "why" we are collecting data, and true data versus excessive information collecting. So much data is being collected everywhere, and it is going to get even more extensive; collecting so much data may require some form of a "Data Reduction Act" in the future. Society as a whole is digitizing "things" more than ever, across all levels. What information/data does KC want/need to be responsible for?
- Trever Esko agreed that there needs to be a more "focusing" of data.

- Michael Mattmiller reiterated "if you don' need it, don't get it;" too much data can clog the system and shut down government. Emphasized the need for the ability to analyze the data instead of everyone just throwing raw data into dashboards, which leads to excessive amounts of data.

NOTE: Aaron Barak and Michael Mattmiller discussed a need to bring the Seattle and King County teams together to work on data ideas and solutions.

- Fred Jarret recapped the need to protect data and make it usable, while differentiating between business and public data.
- Michael Mattmiller made note that the City will be watching what the County does for pointers forward in the digital/data strategy.
- Trever Esko agreed with the cloud first strategy.
- Rob Gannon (DOT Transit General Manager, King County) brought up the need for IT to come together with the agencies and adapt to the customer's business needs, and vice versa, the agencies need to strategize with IT and avoid thinking that business continuity is only an IT problem, it's a joint effort.
- Lisa Manion talked about an example of body cam data and all the agencies needing information from these data; the need to come together and work off the same info; security concerns; privacy concerns; which agencies should or should not see what other agencies are doing i.e. prosecutor's office verses defender's.
- Michael Mattmiller talked about an example that led to congressional issues involving too much data stored.
- John Wilson recommended that KC should look to similarly-sized counties for advice with IT infrastructure and across agencies.
- Michael Mattmiller suggested a coordination with KCIT on National Institute of Standards and Technology (NIST) and security, as well as, the separation of the Privacy and Security Policies.
- Stuart McKee emphasized that the Cloud is not a magic bullet, the source needs to be trusted and business continuity is highly important.

4. Voice of the Customer   2:20 PM

Tanya Hannah (Interim Chief Information Officer, KCIT) presented.

- Tanya briefed on how IT is transforming the way KC does business with its customers, and highlighted an example of electronic payments :
    o Increased the number of services accepting credit card/debit card/eCheck payments
    o Increased the number of agencies accepting credit card/debit card/eCheck payments
    o Annual growth in electronic payment volume
    o Increased the proportion of customer transactions paid electronically: credit/debit cards/eChecks vs. cash/check
- Stuart McKee wanted to know if KC and has been looking into on-line voting services and the issues that drive them: security, privacy, accuracy, user friendliness. Governments need to grow in the direction that can keep pace with the millennial generation.
- Michael Mattmiller would like to see more types of mobile apps that share information, i.e. adding the Water Taxi schedule to the One Bus Away app. In the spirit of giving the customer a voice, the public wants to use one application system for government, across the board; look into Michigan, they developed a one-stop-shop for all of their agencies' online payment systems.

- Clare Pederson asked what barriers are slowing progression towards the all agency one-stop-shop scenarios.
  - Fred Jarret suggested that management systems need to be flipped sideways from the current/outdated hierarchal system. Some agencies are ready to move forward, while others are not ready for the disruption change can create.

5. County's Digital Transformation Projects   2:40 PM
  - ❖ Important project success considerations

Sharon Potts (Enterprise Business Solutions Director, KCIT) presented.

- Sharon Potts reviewed the new Standard Delivery Framework and discussed the purpose and ownership of each Phase Gate from Plan Review through Implementation Readiness Review (IRR). Since the implementation of the Gate system governance, oversight and reliability have strengthened. Some issues still being worked out include vendor management, project interdependencies, consistency of methods and project delivery. To remove these roadblocks project teams need to be held more accountable through each gate.
- John Wilson said that Change Management protocols should be introduced much earlier in the project lifecycle and it is okay to slow down and engage earlier down the path in terms of users and organization.
- Michael Mattmiller wanted to know how the executive sponsors are educated on the processes.
  - Sharon Potts stated that it is important to maintain a good relationship with the sponsor throughout the project. It is a good idea to keep experienced sponsors and the sponsors should refrain from delegating duties.
  - Fred Jarret pointed out that there are sponsor charters with specific narratives in the works with clear definitions of roles and responsibilities.
  - Zlata Kauzlaric made mention of sponsor training that will be available as soon as we move forward with this initiative.
- Sharon Potts reminded the SAC that the Project Review Board (PRB) is a countywide function providing oversight to capital technology projects; the PRB is there to help make recommendations to the sponsors for leading the project to successful completion.
- Fred Jarret commended Executive Dow Constantine for being instrumental in moving the County in the right direction, and agrees that there is a ways to go, but acknowledges the great momentum forward.

6. Discuss topics for March 2018 SAC   2:55 PM
Mike Fong led the discussion for future topics.

- Trever Esko proposed Cyber Security with a focus on communication and education.
- John Klein mentioned Civic Engagement and strategy.
- Julie suggested there needs to be a time in the interim to discuss between the different agencies about their levels of progression, perspective, and needs.
  - Michael Mattmiller agreed that the agencies need to learn more about each other.
- Tanya thanked the SAC for the great discussion points and feedback.

Adjourned   3:00 PM
Mike Fong adjourned the meeting at 3:00 PM.