Spring 2019 Strategic Advisory Council

On April 5, 2019, King County conducted the Spring Strategic Advisory (SAC) meeting. One of the purposes of the meeting was to solicit input into the 2020-2024 King County Strategic Information Technology Plan (SITP). This document presents a summary of the major themes that emerged from the SAC.

The SAC meeting included both internal and external Council members. To facilitate the discussion the external Council members were asked to reflect on the following questions:

- **Goals** - In 2025, what do you as the customer (individually and in your organization) need and expect from King County?   What new services will you want your local government to deliver to you?
- **The Service Delivery Model** - What new service delivery models are coming up and can be leveraged for government?
- **The Technology** – Where is the technology going and where will the County's technology need to be in 2025?

The internal Council members were asked a similar set of questions with a different focus. These included:

- **Goals** - In 2025, what do your customers need and expect from King County? What new services are you delivering?
- **Barriers** –What barriers must be overcome so that you can achieve the goals?
- **Boosters** - What are the boosters (e.g. people, skills, technology, resources) will enable King County to break down barriers and achieve the goals?

During the SAC, the Council members provided insights and observations to help in the formation of the SITP. In addition to the oral discussion, the SAC provided written input. The written input did not identify the specific author but did indicate if they were an internal or external member of the Council. During the meeting 92 comments were recorded, 38 from external members and 54 from internal members. The questions were grouped by the categories listed above. The overarching themes that emerged were consistent cross the six questions. Consequently, the themes identified below are not segmented as Goals, Service Delivery Model, Technology, Barriers, and Boosters. This document summarizes the written responses and the oral discussion.

The major themes that emerged in the SAC are described below.

Service Improvements

The vast majority of the written comments received, and a major point of discussion during the SAC was related to how technology could be used to improve the citizen experience and improve service delivery. Within the theme of service improvements, the significant concepts that emerged were,

One-Stop – The idea that technology could enable a citizen to receive government services at a single location and address different needs (potentially across different government entities) at the same time.

Flexible and Personalized Solutions – The way services are delivered to the public is tailored to their unique needs.   Services are delivered how, when, and where the citizen is best served.

Reduce Costs – Technology can be a key driver in reducing the cost of delivering services. This can be both from the County resources perspective, but also reduce the cost/level of effort that a citizen must expend to receive County services.

In both the written comments and the discussions during the meeting, it was clear that the SAC views technology as a key component for meeting service delivery needs in the future.

Data

Data access, data integration and data privacy emerged as a significant theme for the SAC. This was illustrated by the comments made during the SAC meeting and the written comments (both from internal and external SAC members).

Equity and Social Justice (ESJ)

ESJ was another theme that emerged that has to be factored into the development of the SITP. This theme was primarily identified by internal Council members. Statements such as,

- Leaving pockets of people behind
- Language
- Engagement across all communities

Illustrate the Council's focus on ensuring equitable distribution of the benefits from technology.

Engagement

The SAC, primarily through written comments identified the need to engage with the public to achieve the greatest value from technology. Comments related to engagement came from both internal and external SAC members. Providing information on how government delivers services and how technology can enhance that experience will greatly improve the adoption of new service delivery techniques. The expectations of the public are evolving and they are looking to government to provide a more technology enabled/enhanced experience. By actively engaging with the public, the County will be better able to align technology investments with the needs/expectations of the public.

Organization

Comments related to organization emerged from both internal and external SAC members. This information came primarily from the written comments, though there were some discussions during the SAC meeting. The comments related to organization fell into two groups,

Silos – The SAC noted the needs to break down organizational silos between county departments and across different political sub divisions. The SAC saw the potential for technology to improve inter-departmental and inter-governmental collaboration.

Agility – The SAC also noted the need to have a more agile approach to deploying technology. In a rapidly changing environment, agility will be key to meeting future needs.

King County has the potential to lead the way in leveraging technology to create more connected and agile organizations.

Regulations

The SAC recognized the impact of existing regulations on the future of technology and indicated the need/desire to explore changes in regulations to create a more fertile field for technology innovation to take hold.   Significant areas identified under regulations included:

- **Policy Revisions** – Changes to existing policies or County ordinances that would remove barriers to meeting technology-related goals

- **Technology Promoting Regulations** – Adopting new regulations that would promote the adoption of new technologies, and regulations that would support providing technology access to areas in the County that currently do not have adequate access.
- **Funding** – Exploring funding levels for technology initiatives that is commensurate with an organization the size and complexity of King County.

The SAC recognized that the current regulatory environment could be modified to provide for greater benefits to accrue to all people in King County regardless of location or socio-economic status.