Spring 2019 Governance Meeting Summary

As part of the ongoing King County Information Technology Governance process and to provide input into the Strategic Information Technology Plan (SITP), King County Information Technology (KCIT) conducted a series of meetings. The Technology Management Board (TMB) met on March 12, 2019, the Business Management Council (BMC) met on March 26, 2019, and the Strategic Advisory Committee (SAC) met on April 5, 2019. The TMB and BMC meetings provided input to the discussion conducted at the SAC. The SAC meeting summary will be provided in a separate document. Since the TMB and the BMC meetings followed a similar approach, the results of the two meetings are presented in an aggregate form in this document.

Introduction

The TMB met on March 12, 2019 in the Chinook Building in room 123. The BMC met on March 26, 2019 also in the Chinook Building in room 123. APPENDIX A provides a list of the individuals that attended each of the meetings

The agenda for both meetings was:

- Introductory Remarks
- SITP Retrospective
- Overview of the 2020-2023 SITP including
    - **KC Connect** for "meeting people where they want to be"
    - **Unleashing Data** "to visualize issues/decisions, engage IoT, and continuously improve results"
    - **Next Generation Infrastructure** for "building on our modern foundation"
- A Discussion of King County's customers including the level of technology adoption by age group
- Discussion of examples of KC Connect, Unleashing Data, and Next Generation Infrastructure.
- Discussion of the 2025 vision for the County, including:
    - Goals - In 2025, what do your customers need and expect from King County? What new services are you delivering?
    - Barriers - Between now and 2025, what barriers must be overcome so that you can achieve the goal?

o Boosters - What are the boosters with people, skills, technology, and resources so you can break down barriers and achieve the goal?

The primary focus of both the TMB and the BMC meetings was to solicit input related to the Goals, Barriers, and Boosters to inform the SITP. The remainder of this document summarizes the results and findings from these two meetings. APPENDIX B provides a categorized list of all the comments that were received in both the TMB and the BMC.

During the TMB and BMC, 299 individual comments were collected, 125 of the comments were related to Goals, 104 pertained to barriers, and 70 were associated with boosters. These comments generated the following overarching themes for goals, barriers, and boosters.

Goal Themes
- Customer focused
- Program focused
- Technology
- Work and workforce

Barrier Themes
- Collaboration
- Constraints
- Culture
- Current Practices
- Funding
- Organizational Capabilities

Booster Themes
- Building Capacity
- New Capabilities
- Partnerships
- Team Development

The following sections provide a summary of the themes that emerged from the TMB and BMC for Goals, Barriers, and Boosters

Goals

The TMB and BMC participants were asked to consider the question, "In 2025, what do your customers need and expect from King County? What new services are you delivering?" In responding to the question, the participants provided 125 different comments. Based on the answers to this question, the following themes emerged

- **Customer focused goals.** These responses were examining the potential ways customers could interact with the County and how services could be delivered.
- **Program focused goals**. The responses were exploring how programs could better leverage technology to improve outcomes and processes.
- **Technology related goals**. These responses were related to how technology will change and how those changes might affect the way King County delivers services.
- **Work and workforce related goals.** These comments pertained to the way technology will change the workforce and the way work is done by the County in the future.

Customer Focused Goals

The customer focused goals highlighted areas where technology should make a significant impact on the King County customer experience. Most notable was the ability for customers to have a personalized, flexible, or tailored experience with King County. This included:

- Location to conduct business
- Time of the transaction
- Payment method when applicable
- Language choice

Examples include:
- System knows who I am and what I need, and the site is secure
- Perfect language translation for everything
- One King County with all services at all location with online as well
- Location independence
- Customers never need to go downtown
- Self-service -anytime anywhere any language any payment

- Engaging with customers how they want to be engaged with - multi channel

The other major customer related themes that emerged was the ability to provide enhanced services to the public particularly using online delivery methods. Examples of enhanced services could include:

- Flexibility in services - sometimes need to talk to someone, sometimes just the website
- 24/7 service
- Walk up service for those that do not have access to technology
- Virtual hearings / Virtual assistance
- Driver's licenses on the phone
- Data standards and solutions to empower citizen-based reporting
- Alexa (voice activated services) to get answers from King County
- Access to any government services regardless of what organization provides the services

Program Related Goals

Program related goals include three sub areas – Data, Effectiveness, and Outcomes. These topics are related to programs that deliver services to the County's customers. Program such as courts, public health, human services and the sheriff will have access to improve data analytics such as predictive analytics, artificial intelligence, and data driven forecasts. Technology will also enable programs to operate more effectively by streamlining processes and providing predictable outcomes and using technology to offload or provide self-service options for services that are algorithmic in nature. Finally, the TMB and BMC identified a number programs that would use technology to improve outcomes such as:

- Reducing youth detention
- Technology enabled transit
- Improve homelessness
- Easy access to natural spaces

Technology Focused Goals

Several the comments from TMB and BMC related to goals that addressed the future technologies that will be part of the environment. These include enhanced capabilities for managing data, improving the usability

of technology, and other emerging technologies that will likely affect the County and its citizens. Examples of technology focused goals include:

- Automated and secure data exchanges with cloud apps
- Artificial Intelligence/ Machine learning
- Need to respond to new technologies like driverless vehicles
- Greater use of Cloud Computing

Additionally, the technology goals highlighted the needs for funding and funding transparency in support of technology related initiatives.

Work and Workforce Focused Goals

The last set of goals that were identified by the TMB and BMC were those related to how work will be done and the positive impact that technology can have on the workforce. The major themes that emerged were greater flexibility in how work will be performed, and how the workforce will need to develop and change to meet the needs of the future technology driven environment. Examples of work and workforce related goals include:

- Work from anywhere / anytime
- Video collaboration / Fully tech enabled conference rooms for online meetings
- Flexible work hours
- Mobile timesheets and benefits access
- Retraining for jobs that are being displaced by technology
- Actions that leverage existing tools and build new skills

Barriers

The TMB and BMC participants were asked to consider the question, "Between now and 2025, what barriers must be overcome so that you can achieve the goal?" In responding to the question, the participants provided 104 different comments. Based on the answers to this question, the following themes emerged

- **Collaboration.** Collaboration identifies concerns related to the barriers that develop as the result of limited or no collaboration across groups.
- **Constraints**. Constraints identifies externally implemented limitations that result in barriers to meeting the goals described above.
- **Culture.** Culture is the current organizational culture that hinders achieving the goals identified above.
- **Current Practices.** Current processes and systems create barriers to achieving the County's future goals.
- **Funding –** The availability of funding and other resources is viewed as a barrier to achieving future goals.
- **Organizational Capabilities.** The capabilities in terms of skills, processes, and structures are viewed as a barrier to achieving the future goals.

Collaboration Barriers

The collaboration barriers that were identified are organized into three groups.
- **Data Collaboration** is the inability or difficulty in sharing data between work groups. This can be the result of privacy concerns, lack of data standards or complexity of the information as currently maintained.
- **Departmental Silos** are the barrier that result from organization structures and the difficulty in working across diverse priorities, funding sources, and work groups.
- **Intergovernmental Collaboration** is the difficulty in working with other government organizations in the region to deliver services to the same citizen.

Collaboration barriers represent an opportunity to breakdown existing structures and work towards a more comprehensive approach to the future technology environment.

Constraint Barriers

The members of the TMB and BMC identified several external constraints that are barriers to achieving the goals identified above. The barriers can be grouped as follows:

- **External Constraints** are factors that are outside the control of the organization and are likely not movable. These would include things such as mis-information campaigns on social media or a sustainable environment.
- **Legislative/Policy Constraints** are rules, either law, code, or policies that are imposed by the federal or state legislatures, or the County Council. This also includes County-wide and departmental policies
- **Labor/Union Constraints** are rules and other restrictions that are the result of the collective bargaining agreements.
- **Technology Constraints** are limitations of the current technology or perceived limitation of the future technical environment.
- **Privacy/Security Constraints** are policies and legal constraints that dictate how privacy and security must be maintained.

Constraints in some instances represent "lane markers" that must be adhered to. In other instances, these constraints are artifacts of the past and should be re-evaluated.

Culture Barriers

The TMB and BMC identified the current King County and KCIT culture as a barrier to achieving the future IT goals. The key elements that were identified as barriers include:

- Resistance to change by King County and Customers
- Internally focused/Lack of a customer needs focus
- Trust in technology and in KCIT

Cultural change takes time, but it can be done.

Current Practices Barriers

Current practices barriers can be divided into two categories, systems and processes. The TMB ad BMC teams identified several areas where the current environment is an impediment to achieving future goals. These include such things as:

- We all keep thinking about doing things the way they are today not how we could do them in the future
- Stuck in tradition
- Bureaucratic structure
- Redundant systems
- No or incomplete application lifecycle management
- Every system is different to use which isn't easy
- Current systems are built on aging technology

Funding Barriers

Most organizations perceive that resources and funding are barriers to achieving long term goals. The TMB and BMC identified several funding related concerns. There is little specific information about funding that was provided, but it is generally seen a barrier to be addressed.

Organizational Capabilities Barriers

The organizational capabilities barriers fall into several categories. These include,

- Processes
- Roles
- Skills
- Resources
- Structure

These barriers represent some of the easiest to overcome, as they are generally within the control of the organization

Boosters

The TMB and BMC participants were asked to consider the question, "What are the boosters with people, skills, technology, and resources so you can break down barriers and achieve the goal?" In responding to

the question, the participants provided 70 different comments. Based on the answers to this question, the following themes emerged.

- **Building Capacity.** To position the County to deliver on future goals, the organization needs to leverage current capabilities and build on them particularly as they relate to business knowledge and organizational alignment.
- **New Capabilities**. There are new capabilities that KCIT should develop to support the future technology environment including supporting advanced data analytic techniques, delivering new services and features, and building customer demand for services.
- **Partnerships.** Partnering with the private sector and other government agencies is a key to the long-term success of KCIT and technology in King County.
- **Team Development.** Build the capabilities of the existing team through training, retraining and recruitment. Leverage the strong technology skill set that exists in the region to enhance the team's capabilities.

Building Capacity

King County has a strong foundation to build on to meet future needs and position the organization to lead the County and benefit from the existing and emerging technology capabilities. It is clear that KCIT has a great deal of strength that needs to be leveraged including:

- Business Knowledge
- Funding for and Investment in IT
- A large workforce that can change to meet emerging needs
- Strong relationships with the private sector (see Partnerships)
- Strong relationships with other government entities in the region

Building on these capabilities can overcome many of the barriers outlined in the previous section.

New Capabilities

Developing new capabilities is at the core of positioning for the future. The County has a strong foundation, but additional growth is required. The comments from the TMB and BMC would focus in the areas of:

- Data, Data Science, and Data Analytics
- Creating demand for County services
- Leveraging emerging and existing technologies
- Creating and deploying new services and features

These new capabilities align very closely with the goals defined earlier in this document.

Partnerships

Possibly the greatest advantage that King County has is the ability to form partnerships with other organization that can help to move the County forward in achieving its long-term technology vision. The region is dominated by technology orient companies that can help and guide the County. The active involvement by private sector partners and other government entities in the Strategic Advisory Council illustrates the partnerships that have been formed. These partnerships can and should continue to be a cornerstone of the County's IT strategy. Comments made by the TMB and BMC include:

- Partner with Libraries
- Tech giants in our back yard
- Public Private partnerships
- AWS/MS Innovations

The long-term success of the SITP will be rooted in leveraging local public – private partnerships.

Team Development

The final booster theme defined by the TMB and BMC may be the most important. The County has a strong foundation of skills and experience to leverage, but investing, growing, and developing the KCIT team is central to the future of technology at the county. The team development concepts that emerged included, Leadership, Training, and Recruiting. Some examples of the key concepts related to team development include:

- Leaders with vision and courage
- Keep people excited about new technology
- Hiring the right resources
- Recruit right skill set
- Great education level in our community
- Training / re-training

Building the right team for the future will be the difference between delivering on an amazing vision and falling short. Investing in leaders, in technical skills development, and recruiting is the most important booster for King County.