



King County

Strategic Advisory Council

November 30, 2023

~Meeting Minutes~



Strategic Advisory Council
November 30, 2023 – Meeting Minutes

Strategic Advisory Council

Semi-Annual Meeting

30 November 2023

10:00 A.M. to 12:00 P.M

Virtual: Zoom Meeting

[#KCSAC2023](#)

KING COUNTY MEMBERS

Name	Title	Agency	Present
Dow Constantine	King County Executive	Executive's Office	Dwight Dively
Dwight Dively	Director, Performance, Strategy and Budget and County Chief Operating Officer	Executive's Office	X
Dave Upthegrove	County Council Chair	King County Council	Zoë Mullendore, Sr. Policy and Outreach Aide, Councilmember Dave Upthegrove
TBD	County Council Member	King County Council	
Matthew York	Chief Presiding Judge	District Court	X
Patrick Oishi	Chief Presiding Judge	Superior Court	X, Ketu Shah, Assistant Presiding
John A. Wilson	Assessor	Assessor	
Leesa Manion	King County Prosecutor	Prosecuting Attorney	Nicole Franklin, PAO IT Director
Patti Cole-Tindall	Sheriff	King County Sheriff's Office	Major Mark Konoske
Julie Wise	Elections Director	Elections	X
Megan Clarke	County Chief Information Officer	King County Information Technology	X

PRIVATE / PUBLIC SECTOR MEMBERS

Name	Title	Agency	Present
Michael Mattmiller	Senior Director of Government Affairs	Microsoft	X
Bill Kehoe	Chief Information Officer	State of Washington	X
Jason Weiss	Chief Information Officer	Sound Transit	
Viggo Forde	Chief Information Officer	Snohomish County	X
Gretchen Peri	Managing Director	Slalom	X
Mark Ronaldson	Director	Amazon Web Services	Megan Antelo
Gary Leaf	CIO	King County Housing Authority	X

STAFF to KING COUNTY CHIEF INFORMATION OFFICER

Name	Title	Agency	Present
David Mendel	Interim Deputy CIO	King County - Office of the CIO	X
John Klein	Strategic Planning Manager	King County - Office of the CIO	X
Lorre Wijelath	Chief Security Officer	King County - Office of the CIO	X
Stephen Heard	Chief Technology Officer	King County - Office of the CIO	X
Zlata Kauzlaric	IT Governance Manager	King County - Office of the CIO	X

The meeting started at 10:00 AM

Dwight Dively, the Chief Operating Officer for King County, chaired the meeting on behalf of Dow Constantine.

Welcome and Introductions **10:00 AM**

- Megan Clarke welcomed the SAC and attendees to the meeting. Each SAC member (or delegate) introduced themselves.

Opening Remarks **10:10 AM**

- Dwight delivered opening remarks. He welcomed the SAC members and guests. In his remarks, Dwight spoke about the one year budget for 2025. This change has been introduced to align with the election cycle. After 2025, we will go back to biennial budget – every two years.
- Overall, 85% of the budget is in good condition, however that is not the case with General Fund which is facing budget shortfalls and job cuts. This is due to revenue limitations imposed by the State. We need the legislature to fix this. This also impacts and creates constraints for funding projects for general fund agencies.

Recap of June 9, 2023 meeting **10:15 AM**

- Zlata thanked the SAC members for their continued participation and engagement in the County's strategic IT work, as their contributions are greatly valued and appreciated.
- Zlata provided a recap of the June 2023 meeting:
 1. SAC recognized three projects with Technology Achievement Award:
 - Elections: Text and Email Ballot Alerts
 - Prosecuting Attorney Office: CJIS Data Hub with ESRI Enterprise
 - KCIT: Puget Sound Emergency Radio Network (PSERN)
 Congratulations to those projects!
 2. Megan provided an update on strategies for Active Directory and Data Governance. Both of these efforts are critical for the County and are moving forward, although at a somewhat slower pace than initially desired.

3. The main topic of the meeting was the Strategic IT Plan 2-24-27: Megan shared her philosophy. We need to look into enterprise challenges and focus on identifying goals, objectives and initiatives for IT to help solve challenges. The new Strategic Planning Process includes: Leveraging SAC advice; Leveraging the countywide BMC/TMB Input, KC Values, County Goals, Vision for KCIT. This work is done through multiple iterations.

After the meeting Megan shared with SAC the draft Goals and Objectives for their review and input.

The SAC-1000

10:25 AM

- Megan expressed appreciation for the SAC work.
- As we continue to evolve technology governance work, we will now have SAC meetings without audience. This is to better facilitate open conversation and forge stronger, supportive partnerships among SAC members.
- This will further enable SAC to fulfill its role of advising the Executive, and the CIO.
- Getting SAC advice, and pushback if needed, will help us with technology strategies.

KCIT Updates

10:35 AM

- Megan discussed Operational and Strategic updates of her department.
- 1) KCIT organizational Realignment

Megan talked about plans to realign various leadership roles reporting to her, so they better support the functions of the Department of Information Technology – KCIT.

 - Bill shared that his organization also re-aligned in a similar way; the only difference is establishing Strategy and Management Group, which includes Projects and Oversight, Performance and Accountability, Customer Engagement, Organizational Change Management, Customer Engagement and Project Management Office.
 - Viggo found no surprises in the realignment and brought forward the importance of innovation.
 - Gary was interested if the budgetary situation, that Dwight discussed, will impact this realignment, and also strategic planning.
 - Megan is not foreseeing changes to realignment; perhaps we may need to slow down on it and focus on strategic planning. We will just pivot and adjust as needed.
 - Dwight advised that the General Fund shortfall does not impact the realignment, as IT is funded centrally from agencies. Dow was very clear that he will not allow our ability to govern to be impacted by the legislature's unwillingness to adequately fund general fund. However, the quality and investments for general fund agencies may result in less investment. For Dwight, there are some non-negotiables, such as Security that continues to be a single priority.
 - Megan spoke about the current technical debt that we need to address. For example: having six different customer solutions need to be examined, and potentially that number can be lowered.
 - 2) Business Management Council and Technology Management Board

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Business Management Council (BMC) will focus on advising the CIO on priorities, and Technology Management Board (TMB) on technology options to deliver on those priorities. This is in alignment with King County Code. Their meetings will be conducted separately. Megan looks forward to BMC and TMB advice. As we are doing our work on strategic planning, and assessing resources available to do the work. We are now looking into three remaining open slots, while there are nine projects desired. BMC will deal with those types of decisions.

- Bill supported the evolving role of BMC.

3) Solution Development Framework

In KCIT we plan to re-boot Agile Framework. One of major components of Agile is to establish and operationalize regular check-ins with recipients to ensure we deliver right solutions. We need to be willing and able to pivot as needed. Megan’s leadership team will be the first to go through training. We will then follow with a single team and a single development effort.

- Bill offered to share their prioritization criteria; having solid prioritization criteria will be needed to be used by the BMC on their prioritization efforts. As for Agile, the State is also shifting all projects in oversight to Agile, and is working on the associated legislative action.
- Megan would appreciate seeing the criteria the State has. Another important element to keep in mind for agencies is operating for the best of the County, including the BMC, TMB and KCIT.

4) KC.gov

Megan shared Council proviso for King County Internet project (kc.gov) around the project’s delivery and further plans for the County’s agencies. Megan’s goal is to deliver consistent information for the Executive and Council. The plan is to work with an outside agency on it.

5) Strategic Planning

Our iterative work on goals and objectives resulted in a smaller number of goals: five. In June, we had seven. This change is a direct outcome of the input we received from stakeholders, including SAC. Two of the initial seven goals we moved into ‘rules of engagement’ - the ways we strive and are committed to operate. For example, an initial goal related to Partnerships: we need to build this into our culture, rather than identifying as a goal.

Strategic Information Technology Plan (SITP) 2024-2027 UPDATE

10:45 AM

- Megan shared final goals and objectives, and a working copy of the initiatives.
 - Gary asked for a clarification if there are any negotiables on the associated objectives and initiatives. Megan confirmed the overall approach: some may not be negotiable – for example Security, but others can, and that would be done through prioritization.

Megan discussed initiatives in more detail. They are tactical execution of objectives, and they are measurable. We did a general resourcing over the upcoming four-year plan and our existing work.

We focused on the most limiting resources #1 and #2. The Plan will continue to be somewhat fluid as it pertains to specific projects over the four-year plan. Furthermore, when we discussed with agencies the four-year plan and found that most agencies are in the 2-year planning cycle.

- Viggo found that this is a rich set of goals, and requires a lot of work. The goals capture well what most of us are also doing.

INTERNAL SAC MEMEBRS ACTION REQUESTED: Endorsement of Strategic Information Technology Plan 2024-2027.

Endorsement:

- PAO, Elections, Dwight and Megan endorsed.
- Judge Oishi applauded Megan on this great work. Concerns exist related to Superior Court being a separate branch, and related separation of powers. If issues arise, we need to continue to have conversations. There is also a lot of detail, not sure what it all means (the detail behind the scenes). Judge Oishi expressed his endorsement of the Plan on behalf of Superior Court – with a request for KCIT to have an on-going dialog; please include, listen and communicate with us when issues arise.

Megan reaffirmed her commitment to communication, conversations and negotiations as a part of going forward. The Strategic Plan does not say ‘you must’ – we are committed to conversations when disagreements on priorities arise.
- Judge York agreed and seconded Judge Oishi position.
- Major Konoske shared that the Plan is looking good; he needs to touch base with Patti and will get back to us.
- Zoë Mullendore has discussed the Plan with Councilmember Upthegrove:
 - The overall themes/goals are great.
 - 3rd Goal and its Objectives are the most important from their perspective. This includes the County’s web site.
 - Strong communication is needed between KCIT and KCC Technology Teams, as this has not always been the case.
- The Assessor was not in attendance, and there was no delegate attending for the Assessor.

The internal SAC members in attendance endorsed the Plan.

Final Comments

11:25 AM

- Megan recognized and thanked John Klein for his outstanding work.
- Megan thanked all for attending and participating, and adjourned the meeting at 11:25 am.