



Attendance:

SAC Members	Organization	Present
Kurt Triplett	King County Executive	X
David Martinez	King County Chief Information Officer	X
Lynn Gering	King County Assessor	X
Larry Gossett	King County Council	X
Kathy Lambert	King County Council	X
Bruce Hilyer	King County Superior Court	ALT: Paul Sherfey
Barbara Linde	King County District Court	X
Dan Satterberg	King County Prosecuting Attorney	ALT: Dave Ryan
Susan Rahr	King County Sheriff	X
Sherril Huff	King County Elections	ALT: Laird Hail
Joel Chaplin	Virtuoso	X
Scott Boggs	Microsoft Corporation – Former VP & Corporate Controller	-
Stuart McKee	Microsoft Corporation	X
Greg Dietzel	IBM – Vice President, Client Unit Director, Senior State Exec.	X
Hugh Taylor	Northrop Grumman Corporation, Corporate CIO and Sector VP	X
Ron Johnson	University of Washington	X
Carolyn Purcell	Cisco Sys., Internet Business Solutions Group, Public Sector	X
Tony Tortorice	Washington State – Director of Information Services	X
Michel Danon	Sound Transit, CIO	X
Presenters	Organization	Present
Jim Jacobson	King County DOT, Deputy Transit Director/General Manager	X
Robin Fenton	King County Sheriff’s Office, Chief	X
Kathy Van Olst	King County Department of Adult and Juvenile Detention, Director	X
Ben Leifer	King County, Department of Health, CAO	X
Carolyn Duncan	King county Executive Office, Communications Director	X
Jim Keller	King County Office of Information Resource Management	X
John Klein	King County Office of Information Resource Management	X
Trever Esko	King County Office of Information Resource Management	X
Other Attendees	Organization	Present
Ken Gary	CISCO	X
Jim Schroeder	IBM	X
Michael Alvine	King County Council	X
Larry Evans	King County Council	X
Jennifer Giambattista	King County Council	X
Saroja Reddy	King County Council	X
Mike Holland	King County Department of Adult and Juvenile Detention	X
Toni Rezab	King County Department of Adult and Juvenile Detention	X
Katie Moriarty	King County Department of Executive Services	X
Dale Hartman	King County Public Health	X
Lisa Hillman	King County Public Health	X
Brent Veenstra	King County Public Health	X
Tricia Crozier	King County District Court	X
Elissa Benson	King County Executive Office	X
Leslie Arai	King County Office of Information Resource Management	X
Christine Chou	King County Office of Information Resource Management	X
Zlata Kauzlaric	King County Office of Information Resource Management	X

Maureen Weisser	King County Office of Information Resource Management	X
Tricia Davis	King County Office of Management and Budget	X
Ian Goodhew	King County Prosecuting Attorney Office	X
Kelly Furner	King County Sheriff's Office	X
Lea Ennis	King County Superior Court	X
Julian Soh	Microsoft	X

Introduction

King County Executive Kurt Triplett welcomed the Strategic Advisory Council (SAC) members and other meeting attendees. He spoke about the importance of SAC in the county's Information Technology (IT) Governance. The SAC members' role in setting short and long-term strategic technology priorities and initiatives for King County has been invaluable in improving the quality and effectiveness of the county's government and delivery of public services.

Executive Triplett introduced the new SAC members from the private/public sector: Greg Dietzel, Vice President, Senior State Executive, IBM Corporation; Tony Tortorice, Director, Department of Information Services, State of Washington; and Michel Danon, CIO, Sound Transit. He welcomed the attendees filling in for regular SAC members: Paul Sherfey, attending for Judge Hilyer; Laird Hail attending for Sherril Huff; and Dave Ryan, attending for Dan Satterberg.

Executive Triplett set the focus of the meeting on the county's IT accomplishments for the past three years that align with the Strategic Technology Plan for the period 2006-2008, and the new Strategic Technology Plan for the next period, which focuses on the short and long-term IT direction for the county in 2009 – 2012. The Plan will be presented for SAC discussion and endorsement.

Executive Triplett moved onto the meeting agenda and into the approval of the September 2008 SAC meeting minutes.

Minutes Approval: September 19, 2008 SAC Meeting Minutes were approved unanimously by those present.

Discussion Topics

1. Countywide IT Scorecard

Executive Triplett introduced the first agenda topic: countywide IT scorecard. The topic started with presentations from several of the county's business leaders. They discussed highlights of the major strategic accomplishments in their business areas where information technology was instrumental in enabling those accomplishments and generating significant business benefits.

Transportation: The first presenter was Jim Jacobson who discussed accomplishments in the area of transportation. Transit has achieved major accomplishments and made significant progress in the areas of Efficiency, Customer Service, Public Safety and Public and Customer Communications.

Jim highlighted benefits related to Regional Fare Coordination (ORCA) and Onboard Video Surveillance.

The recently conducted survey related to ORCA indicated high customer satisfaction at 80 percent.

Onboard Video Surveillance, available on 20 percent of Metro buses, serves as an investigative tool for transit police and local law enforcement. The evidence it provides resulted in arrest/conviction of robbery, rape, assault, and vandalism suspects. It also reduced fraudulent claims against Metro.

Jim concluded his presentation by discussing multiple upcoming improvements including: real-time information signs providing next bus arrival time at stops on RapidRide corridors, new customer alert system to keep the public better informed about service changes, and the work related to Google and the Transit Trip Planner.

Stuart McKee asked about issues related to citizen privacy and if video recordings are considered public record. Jim confirmed that privacy issues have been addressed appropriately by posting signs on the buses and confirmed that the video recordings are public record and can serve as evidence in court.

Judge Linde inquired about the county's collaboration with the State for potential use of ORCA for tolling bridges, specifically 520 bridge tolling. Jim talked about ORCA use at WA State ferries, however, ORCA is a "tap" card, while the bridge tolling would require use of technology similar to Tacoma bridge tolling.

Criminal Justice: Chief Fenton, King County Sheriff's Office, and Kathy Van Olst, Director of the Department of Adult and Juvenile Detention, discussed major technology initiatives accomplished during the past three years in the area of Criminal Justice.

Robin Fenton talked about improvements in the booking and referral process introduced with the new Booking and Referral System (BARS).

Executive Triplett asked for data on BARS use by law enforcement. Chief Fenton and Trever Esko, Law Safety and Justice Integration Project Director, reported that BARS is available to staff in the King County Sheriff's Office and their contract agencies, 30 municipal agencies and 10 to 15 state and federal law enforcement agencies. There are efforts underway to increase the adoption. Chief Fenton indicated that one of the major components impacting the BARS adoption rate is training for law enforcement officers.

Kathy Van Olst discussed the online jail system search enabled by the new Jail Inmate Look-up Service (JILS), providing search capability to the public, the King County Sheriff's Office staff and to the regional police.

Trever Esko presented the current activities in the Criminal Justice area including working with regional agencies to increase BARS use, launching new regional "criminal justice portal" to improve overall value, and initiating a project for "integrated document exchange" to further improve the county's and region's criminal justice operations.

Councilmember Lambert and Sheriff Rahr emphasized the business improvements BARS has introduced, and recognized Trever for his dedicated and expert work on both BARS and JILS development and implementation. Sheriff Rahr expressed her support for the current efforts and resulting upcoming improvements Trever discussed.

Ron Johnson asked about the county's plans for interactive court applications. Paul Sherfey, Chief Administrative Officer for Superior Court, talked about the videoconferencing available in the mental illness court.

Carolyn Purcell asked about use of video capabilities for arraignments. Judge Linde indicated that Superior Court is leading the way, however the county is not there yet; there is a certain push back from judges and attorneys. Kathy Van Olst reported that Regional Justice Center in Kent provides for video arraignments for municipal courts.

Public Health: Ben Leifer, Chief Administrative Officer for Public Health, presented major technology initiatives accomplished during the past three years in Public Health. Public Health has accomplished key outcomes and made significant progress in all Strategic Technology Plan areas: Efficiency, Customer Service, Transparency and Accountability for Decisions, and Risk Management. Ben highlighted only a couple of accomplishments.

The new Contracts Management System improved visibility of contract status, provided for increased transparency and consistency of the contracting process, improved contract cycle times, and provided for better planning and budgeting.

Jail Health Electronic Health Record system provides readily available health care data to health care staff to optimize patient care and improve patient safety; reduces the amount of time to locate health care information and enables more efficient use of staff resources; improves pharmacy and medication administration, clinical decision making, charting and documentation.

Michel Danon discussed efforts related to electronic medical records for the entire country. Ben recognized that it is a new government driven frontier in health care and that the county as a local government will be involved in future efforts.

Councilmember Gossett asked about electronic health record protection, and Ben confirmed that all HIPAA rules apply to electronic records as well as paper records.

Customer Focused Area: Carolyn Duncan, the Executive's Communications Director, talked about accomplishments during the past three years related to communications with citizens. The presentation focused on efforts that increased public service by improving online access to county information and services. Carolyn discussed the various social media technologies in use and statistics that showed an increase in the number of visitors to the county's Web pages. Caroline recognized David Martinez who was instrumental in completing a long-term effort for changing the county's Web address to identifiable and user friendly www.kingcounty.gov .

Michel Danon asked about challenges to keep the consistency of the county's Web pages as those challenges are typical for any large organization. Carolyn briefly described the county's efforts to build consistency and indicated that this continues to be a challenge.

Carolyn Purcell suggested engaging local developers in improving the county's Web presence. Carolyn Duncan described impacts that local bloggers have on the use of county's Web pages.

The presentations that highlight some of the business benefits from IT Projects are available on the King County Internet at:

<http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2009-09-meeting.aspx>

David Martinez concluded this segment of the countywide IT scorecard discussion emphasizing that the presented business benefits are just a brief preview of types of benefits enabled by IT projects. The county has many other projects and many more benefits; the presented accomplishments are a random choice and only a sample of the business value proposition the county's IT enabled. David further talked about significant efforts he and his staff needed to put in to educate themselves on technologies used in transportation as well as in public health in order to be able to work with business staff and deliver systems that enabled the presented benefits.

Likewise, without the support of the county's business leaders many IT projects would not be possible. David recognized Judge Linde who was instrumental in moving BARS forward to implementation.

David recognized SAC who has provided very early endorsements to many of the county's IT initiatives, such as the citizen facing improvements that SAC endorsed in the first Strategic Technology Plan in 2001.

David then moved to present the new countywide IT scorecard overview. The overview varied from the previously presented scorecard reports. The changes included the feedback received from the members at the September/08 meeting. The overview focused on the countywide technology projects for the period 2006-2008.

David Martinez introduced Jim Keller, IT Governance Director in the Office of Information Resource Management, to present the scorecard.

Jim Keller discussed the county commitments over the past three years: Count of Projects by Year and Goal, Investments - Budget by Year and Goal, Project Status at each Year-End and Schedule Changes by Year. The scorecard showed that the majority of technology funding over the past three years has been in the area of risk management, followed by public access/customer service and efficiency. The scorecard of project status over the three-year period showed that the county is consistently doing well in executing projects to successful completion. The scorecard also showed improvements in managing project schedules. This is a result of improvements in IT project management practices and oversight, including better project planning.

The next segment of the scorecard overview focused on benefits from IT initiatives realized in the past three years. The highlighted benefits were organized by the primary IT goal: Efficiency, Public Access/Customer Service, Transparency/Accountability and Risk Management. The efficiency projects included a variety of achieved benefits, including: Budgeted cost savings, Staff Reductions, Reduction in expenses and Staff efficiencies. Examples of benefits achieved in areas of Public Access include improved location of 911 cell phone calls, and regional transportation ORCA cards.

Examples of benefits in the Customer Service area include public wireless system, improved county's Web site, online access to criminal justice information and court recordings. Benefits in the area of Transparency/Accountability are primarily achieved through good business practices and not IT. The presentation listed a few examples where IT contributed significantly. Benefits achieved in the area of risk mitigation included major critical improvements in Business continuity, the county's IT Infrastructure, Agency business systems and Security and Privacy. After presenting these benefits, Jim turned the meeting over to David.

David added a brief summary of the Project Review Board (PRB) roles and responsibilities in the oversight of the county's IT projects, emphasized transparency of the PRB actions and decisions, and availability of related information on the King County Intranet Web site.

Executive Triplett opened the floor for discussion.

- Several members discussed criteria for determining the red, yellow and green project status.
- David provided more specifics describing the conditions when the project changes status to yellow or red and when it returns back to green:
 - Green – Project is on track within scope, schedule, budget with risks and issues being managed.

- Yellow – Project has significant risks/issues with scope, schedule, or budget requiring significant mitigation activities. This is a warning status and a corrective action is needed and may be requested by the PRB for review.
- Red - Project has critical risks/issues with scope, schedule, or budget - likely to prevent the successful completion of project. There is a problem and immediate corrective action required. The corrective action plan needs to be provided to PRB. David described an example of red project and actions taken to return it to green status.
- The project returns to green status upon completing a corrective action plan that needs to be approved by the project’s Steering Committee.
- Councilmember Lambert invited the external members to share their approach to reporting project status.
- Joel Chaplin advised that the county is using a standard way of reporting. Also, the county appears to be more proactive in addressing issues through corrective actions plans.
- Greg Dietzel discussed a similar approach: the project is in red status if there is no corrective action plan; the project remains in yellow until the issues are resolved. Greg asked why the county has projects in “not started” status. Jim Keller responded that there may be a number of reasons for the project to delay their start and provided couple of examples: extended time needed to hire project manager or dependency on other project(s) to start.
- Hugh Taylor talked about projects returning to green status after new baselines have been established, which aligns with the county’s approach.
- Councilmember Lambert emphasized a need for a dashboard type of reporting.
- Councilmember Gossett advised that a legend defining the different status levels should be added to the scorecard. He also asked about authority to cancel projects in trouble. David Martinez described the oversight role of the Project Review Board and spoke briefly about conditions that had led him to exercise such authority in the past and stop a project that was not performing towards expectations.
- Executive Triplet recognized both the county’s business and IT for the significant benefits achieved in the period 2006-2008, and for the good record reported on the county’s IT project execution.

Executive Triplett concluded the discussion by thanking David Martinez and other presenters for their reports on the countywide IT scorecard overview and by thanking the members for the follow-up discussion.

The complete presentation is available on the King County Internet at:

<http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2009-09-meeting.aspx>

2. Recognition Awards

Executive Triplett postponed this agenda item due to time constraints.

The complete presentation is available on the King County Internet at:

<http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2009-09-meeting.aspx>

3. Strategic Technology Plan 2009-2012

Executive Triplett expressed his appreciation to the internal members: their staff was instrumental in developing this Plan. They worked with their peers in the county's IT Governance: Business Management Council and Technology Management Board to help develop the Plan. Their staff had multiple sessions with David's planning staff to identify the countywide and agency specific business strategic priorities for the next planning period. They further helped identify how technology will enable us to achieve those priorities. They also reviewed and provided their feedback on the draft Plan.

Executive Triplett thanked the external members who provided their early review and feedback that helped the county validate the approach and further improve the Plan.

Executive Triplett asked David Martinez to present the new Strategic Technology Plan for the period 2009-2012.

David briefly outlined the effort that took place to develop the Plan. It was a several month long effort with a number of business and technology participants countywide. In consideration of the Executive's initiative to establish the strategic plan for the county, the strategic technology planning process included involvement of the Executive's Office of Strategic Planning and Performance Management. David emphasized that the county's strategic plan will bring significant improvements for countywide IT planning, which was a constant challenge in the past.

David introduced Elissa Benson, Deputy Director, Office of Strategic Planning and Performance Management to speak about strategic technology plan alignment with county's strategic planning process.

Elissa provided a brief report on efforts in her office related to the countywide Strategic Plan. The work on the countywide strategic plan started in 2009 and the draft Plan is scheduled for completion in December/2009 and transmittal to King County Council in May/2010. The plan will be refreshed every five years. Essential for the planning is input gathered from the public and the county's employees. The current strategic technology plan is based on the currently available business plans, and can be updated through annual process if needed.

Councilmember Lambert asked about the five year refresh period and if the refresh should be done more frequently. Elissa clarified that the five year refresh period is set in legislation. Periodic updates of the Plan would be done more frequently if needed.

David thanked Elissa for her briefing and introduced John Klein, the Technology Planning Manager in the Office of Information Resource Management, to present the Strategic Technology Plan for 2009-2012.

John first reported on the progress related to 2006-2008 Strategic Technology Plan. Significant progress has been made: 73 percent of outcomes identified for 2006-2008 strategic objectives were completed (or concluded as consolidated or cancelled); 24 percent of initiatives are still in progress and carried forward; less than 3 percent of initiatives were not executed for various reasons such as funding constraints, competing priorities and limited staff.

John then briefly described the county's technology planning process and the process that took place to develop the 2009-2012 Plan. Strategic technology planning takes direction from the strategic business needs of county agencies. The strategic technology plan provides guidance for the county's annual technology planning process that includes development of annual technology business plan and annual technology report.

The new strategic technology plan development included review of the current business and IT environment, progress made on 2006-2008 plan, data collection and analysis of agency business needs, and analysis of current and emerging technologies. The countywide involvement in the plan development and draft review was facilitated thru IT governance: Business Management Council, Technology Management Board, early SAC external member review, as well collaboration with Office of Strategic Planning for alignment with the county's strategic planning. The draft plan for the SAC full review was provided to members 10 business days in advance of this meeting.

John summarized for the members the organization of the Plan and provided a brief overview of the goals, strategies, objectives and outcome measures included in the Plan. John concluded his report and turned the meeting over to David for SAC advice and endorsement of the Plan.

The complete presentation is available on the King County Internet at:

<http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2009-09-meeting.aspx>

David thanked John for his presentation and asked the SAC members for any concerns, issues or comments about the presented Plan.

- Stuart McKee and Carolyn Purcell talked about the importance of early and continuous involvement of IT in the county's business planning. Because technology is becoming part of the 'DNA' of our business operations, it is imperative that technology is an integral part of business planning activities. Today's presentations have shown that the county has made significant progress in that direction, however the county should consider making IT a priority, potentially even thru legislation.
- Councilmember Gossett discussed that the county recognizes importance of IT, however due to current fiscal situation and the Executive's announcement of the upcoming cuts in technology, investing in IT continues to be a challenge.
- Sheriff Rahr indicated that in her office IT is the top priority along with the budget. The Sheriff's Office is developing their strategies around technology; the only limit is funding availability.
- Tony Tortorice discussed the importance of aligning strategic initiatives with tactical projects. David provided a brief overview of the county's approach in developing annual technology business plans that follow directions set in the strategic technology plan. The IT accomplishments are reported in the annual technology report and in the annual update to the strategic technology plan.
- Carolyn Purcell asked about the level of information the Council would need and finds adequate for their decision-making: potentially the number of reports and volumes of data provided to Council may be overwhelming. Councilmember Lambert indicated that the amount of information provided to Council is quite extensive. Furthermore, that large amount of information needs to be absorbed in the middle of the budget deliberations. Councilmember Lambert further indicated that the county needs a better way of requesting IT services to address and meet business needs.
- Judge Linde indicated that District Court would like to see evaluation and recommendation on how to process expected ticketing impact related to 520 tolling completed in 2011 rather than in 2012 as it is currently in the Plan.
- Michel Danon discussed importance of business change management with any IT initiative.
- David Martinez recognized that the business change management is a great challenge. David was interested in Michel's availability to assist the county with his expert advice in the county's major effort for the accountable business transformation program. Michel agreed to assist.
- Paul Sherfey requested an amendment to the Plan: the language included in the previous plan that relates to operational autonomy of the separately elected agencies.

- Judge Linde moved the proposed Strategic Technology Plan 2009-2012 for adoption with the requested amendment.
- SAC members present unanimously adopted the Strategic Technology Plan 2009-2012 with the amendment related to operational autonomy of the separately elected agencies.

4. IT Maturity Level

Executive Triplett postponed this agenda item due to time constraints.

The complete presentation is available on the King County Internet at:

<http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2009-09-meeting.aspx>

5. Other Business

Executive Triplett announced that the next meeting is tentatively planned for January/February 2010.

Councilmember Gossett indicated that the SAC should meet twice a year.

Executive Triplett thanked all attendees for their help and support of the county's IT governance.

With no further discussion or comments, the SAC meeting was adjourned at 12:10 p.m.

NEXT MEETING: The meeting date and location will be announced at a later date.