

Strategic Advisory Council

October 28, 2024

The meeting will begin shortly



King County

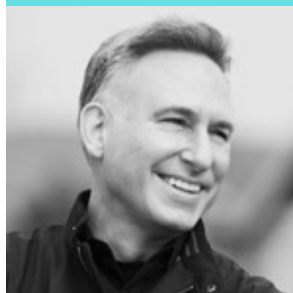
Department of Information Technology

Welcome

Megan Clarke
King County Chief Information Officer



King County SAC Members



Dow Constantine

King County
Executive SAC Chair



Dave Upthegrove

King County
Council Chair



Dwight Dively

King County
Chief Operating Officer



Megan Clarke

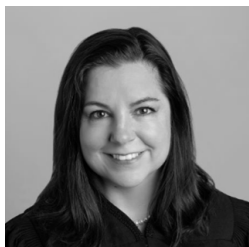
King County
Chief Information Officer

Internal SAC Members



Patti Cole-Tindall

King County Sheriff



Rebecca Robertson

King County District Court
Chief Presiding Judge



Leesa Manion

King County
Prosecuting Attorney



Ketu Shah

King County Superior
Court Chief Presiding
Judge



John A. Wilson

King County
Assessor



Julie Wise

Director, Elections



TBD

King County Council

Private and Public Sector SAC Members



Viggo Forde

Snohomish County
CIO



Bill Kehoe

State of Washington
CIO



Gary Leaf

King County
Housing Authority
CIO



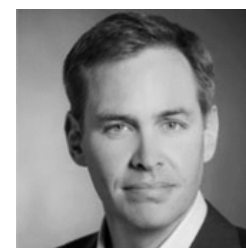
Michael Mattmiller

Microsoft
Senior Director, State
Government Affairs



Gretchen Peri

Slalom
Managing Director



Mark Ronaldson

Amazon Web Services
Senior Sales Manager



Jason Weiss

Sound Transit
CIO



“Not everybody can be famous, but everybody can be great because greatness is determined by service.”

-Martin Luther King Jr.

Today's Agenda

2:00 pm	Welcome and Opening Remarks Recap of May 10, 2024 SAC Meeting
2:05 pm	General Updates <ul style="list-style-type: none">• KCIT Org Realignment• 2024-27 KC IT Strategic Plan• 2025 CAP IT Project Prioritization
2:30 pm	Software Approval Process GenAI Principles & Guidelines
3:10 pm	Tech Debt – Initial Findings and Plan
3:30 pm	KCIT Adjustments to 2026-27 IT Investment Cycle
3:55 pm	Questions and Comments
4:00 pm	Adjourn

Opening Remarks

Megan Clarke

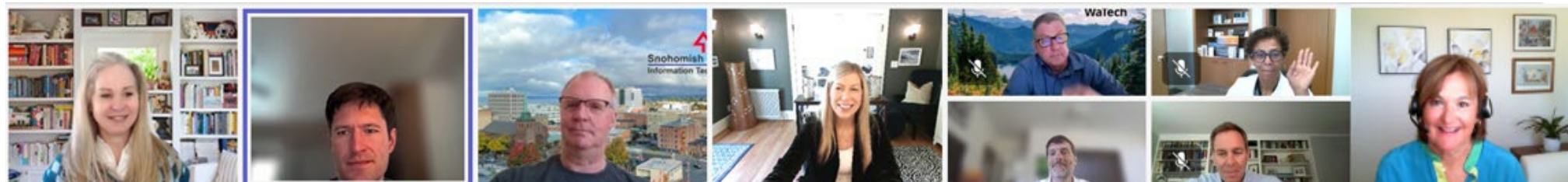
CIO, King County

Recap of May 2024 Meeting

Jennifer Hsu
KCIT Program/Product Manager

May 10, 2024 SAC Meeting

What a good-looking crew!



The SAC meetings are now for the members only. This is to foster open conversation and stronger, supportive partnerships among members.

May 2024 Meeting Outcomes

KCIT Org Realignment

SAC supported realignment Megan discussed and offered additional input for consideration.

2025 Budget and IT Project Prioritization

SAC supported Investment Process Adjustment which added availability of KCIT Resources (Resource Loading) and Prioritization of proposed projects

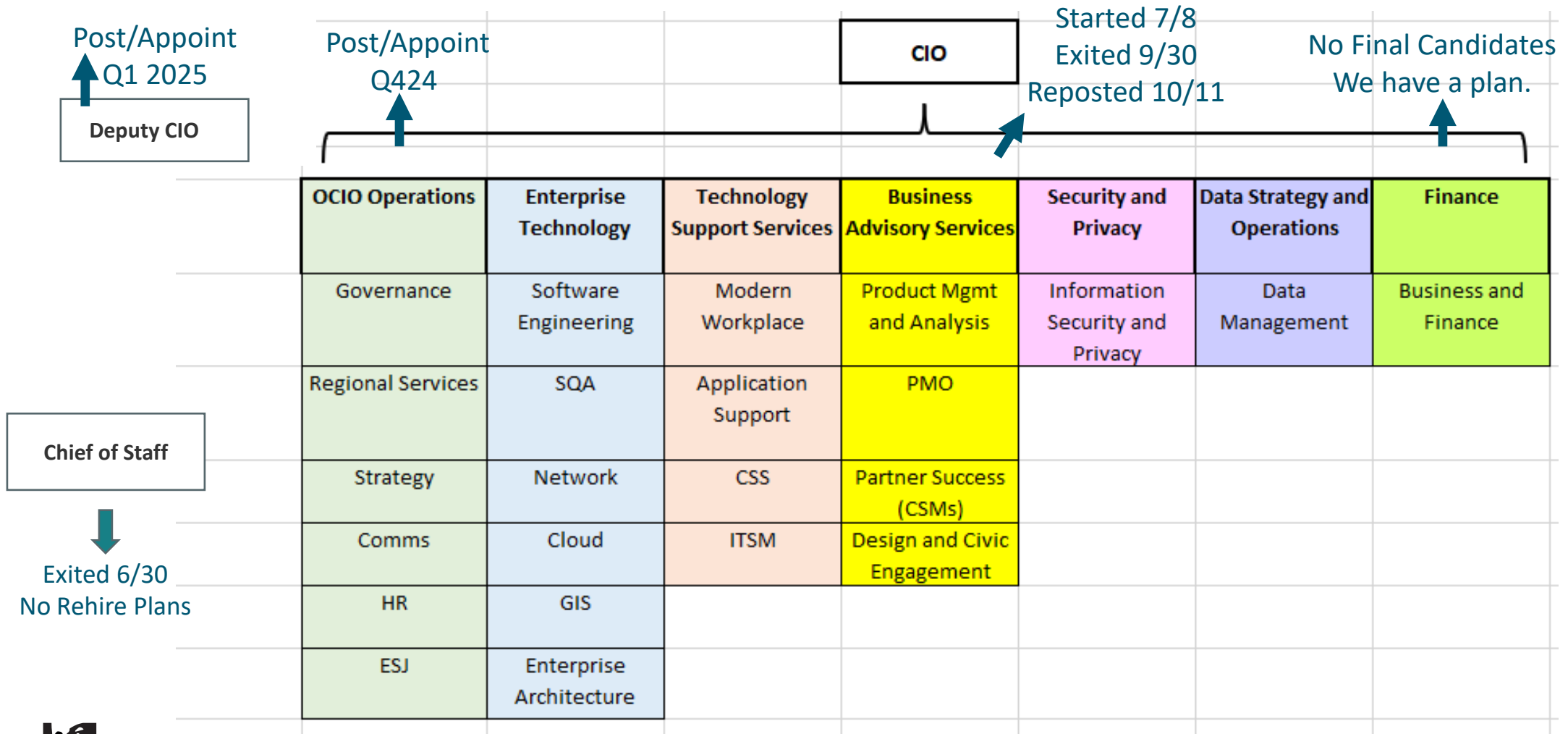
Strategic Technology Plan 2024-2027

Megan updated SAC on the Executive activities to review and transmit the plan to Council for their adoption; SAC extended discussion to Security and Privacy and importance of establishing clear roles and responsibilities.

KCIT Org Realignment -Update -


Megan Clarke
Chief Information Officer

Realignment



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A chessboard with a black king in the foreground and a white pawn in the background. The king is on the left, and the pawn is on the right. The board is black and white checkered. The background is a plain white wall.

King County 2024-2027 IT Strategic Plan - Update -

Megan Clarke
Chief Information Officer

Plan has yet to be approved by Council, but we continue forward on the Initiatives.

Initiatives with a 2024 Start Date

Strategic Initiative	Start	Finish	Progress
Engage with the office of PSB the OERSJ to include broadband and digital equity as a new determinant of equity.	24Q1	24Q4	100%
Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting.	24Q1	24Q4	100%
Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments.	24Q1	24Q3	100%
Modernize conference room technologies and implement ongoing maintenance practices.	24Q1	24Q4	70%
Complete two WSBO funded public private partnership infrastructure grants with Ziplly Fiber.	24Q1	26Q1	60%
Establish a framework for tracking digital equity funding opportunities.	24Q1	25Q4	60%
Complete the transition to Application Programming Interfaces (APIs), platforms, and reusable services that reduce effort and accelerate delivery.	24Q1	28Q4	50%
Draft and formalize an AI governance model including a standards engagement toolkit to support the established AI ecosystem.	24Q1	25Q2	45%
Establish a Data Office with Chief Data Officer and enterprise data governance council.	24Q1	24Q4	40%
Identify systems and hardware technical debt, and introduce debt reduction planning into lifecycle management.	24Q2	25Q2	30%
Comply with regulatory requirements for Distributed Antenna Systems by establishing servicing processes no longer performed by PSERN.	24Q2	28Q4	30%
Strategically invest in data hubs and intelligence tools to identify where needs for services are the greatest.	24Q1	25Q4	15%
Ensure that all public-facing web technologies meet the Web Content Accessibility Guidelines (WCAG)	24Q1	27Q4	10%



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Initiatives with a 2024 Start Date

Strategic Initiative	Start	Finish	Progress
Reduce response time to remediate high vulnerabilities by 20%.	24Q1	27Q4	10%
Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County.	24Q1	27Q4	10%
Develop and maintain a consistent Enterprise Architecture (EA) framework for aligning technology investments with Information Technology and business objectives.	24Q1	25Q4	10%
Complete Active Directory (AD) consolidation, migrating all users and workstations into the KC domain.	24Q1	25Q4	5%
Invest 5,000 hours in further tuning of Sentinel, KCIT's Security Information and Event Management platform, to develop an automated threat detection capability.	24Q2	26Q1	3%
Catalog and map data assets.	24Q1	27Q1	2%
Identify business capabilities served by disparate technology solutions and draft a strategy for the reduction of redundancies.	24Q1	27Q1	0%
Develop a set of open data best practices and a community of practice across the county to focus on useability, quality, and consistency.	24Q1	28Q4	0%
Analyze and develop a 3-year roadmap for threat detection capability within the security operations center for King County.	24Q1	27Q4	0%
Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight.	24Q4	26Q3	0%
Refine and execute the open data strategy and associated roadmaps.	24Q4	26Q2	0%
1 - Develop a countywide strategy for Customer Relationship Management (CRM), 2 - Inventory, 3 - Design, 4 - develop a roadmap for the reduction of redundant	24Q2	25Q4	0%



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2025 IT Investment Planning - Results -

Megan Clarke
Chief Information Officer

Approved Projects

1. Oracle EBS upgrade (BRC)
2. Shared device telephony solution (KCIT)
3. Regional emergency communications center – secondary data line
4. CAD replacement consultant (Sheriff)
5. Workforce management system (DNRP - Solid Waste Division)
6. Operator electronic pick (Metro Transit)
7. Webtools upgrade (Metro Transit)
8. INIT Streetcar Ridership – Passenger Counter (Metro Transit)

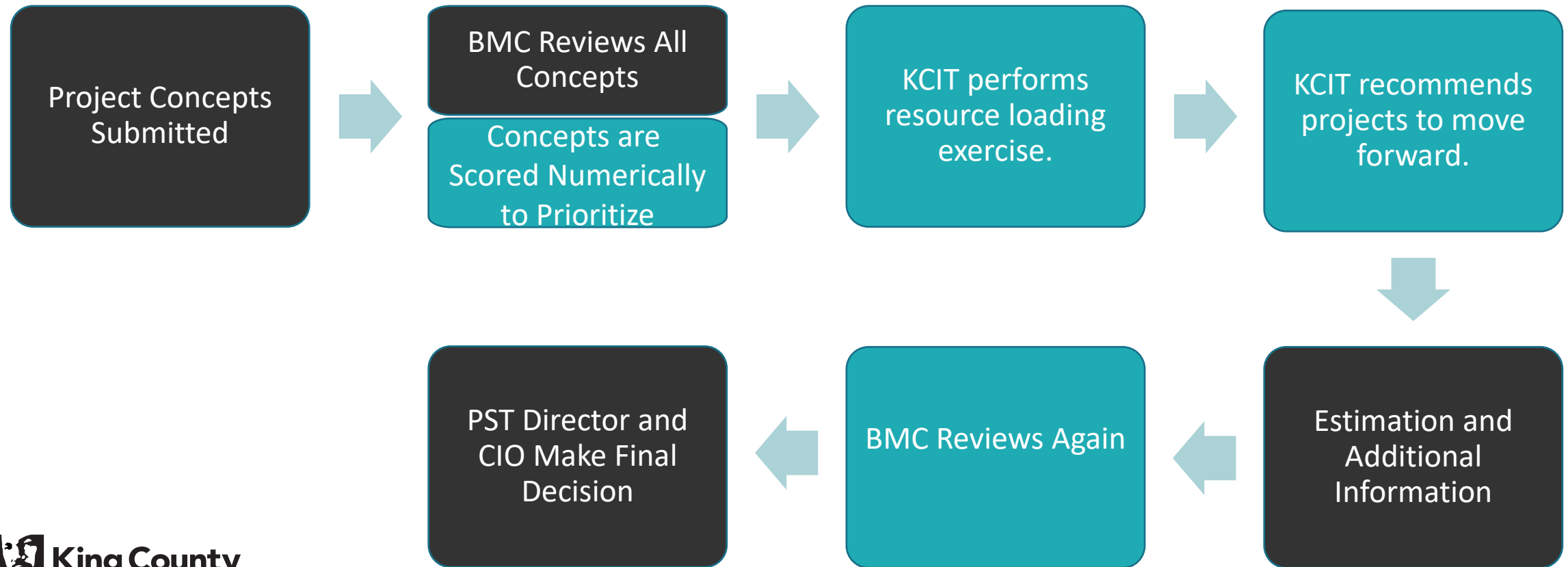
A blurred background image of a meeting room. In the foreground, several people are seated at round tables, their backs to the camera. In the background, a woman is standing at a whiteboard, presenting to the group. The room has large windows and a bright, professional atmosphere.

2026-27 KCIT Adjustments to IT Investment Planning - Proposed -

Megan Clarke
Chief Information Officer

From Previous SAC Meeting – IT Investment Process

We Made **Adjustments** for 2025 Planning



Reflections on the 2025 Experience

1. First effort to rate and prioritize projects worked well.
2. Provided a more data-driven process for decision-making.

Considerations for Next Cycle

1. Heading into a \$150M deficit situation.
2. Limited human and capital resources.
3. Project decisions may be more challenging than before.

Fundamental Question

How do we make County-wide project decisions that are objective and fair to all groups?

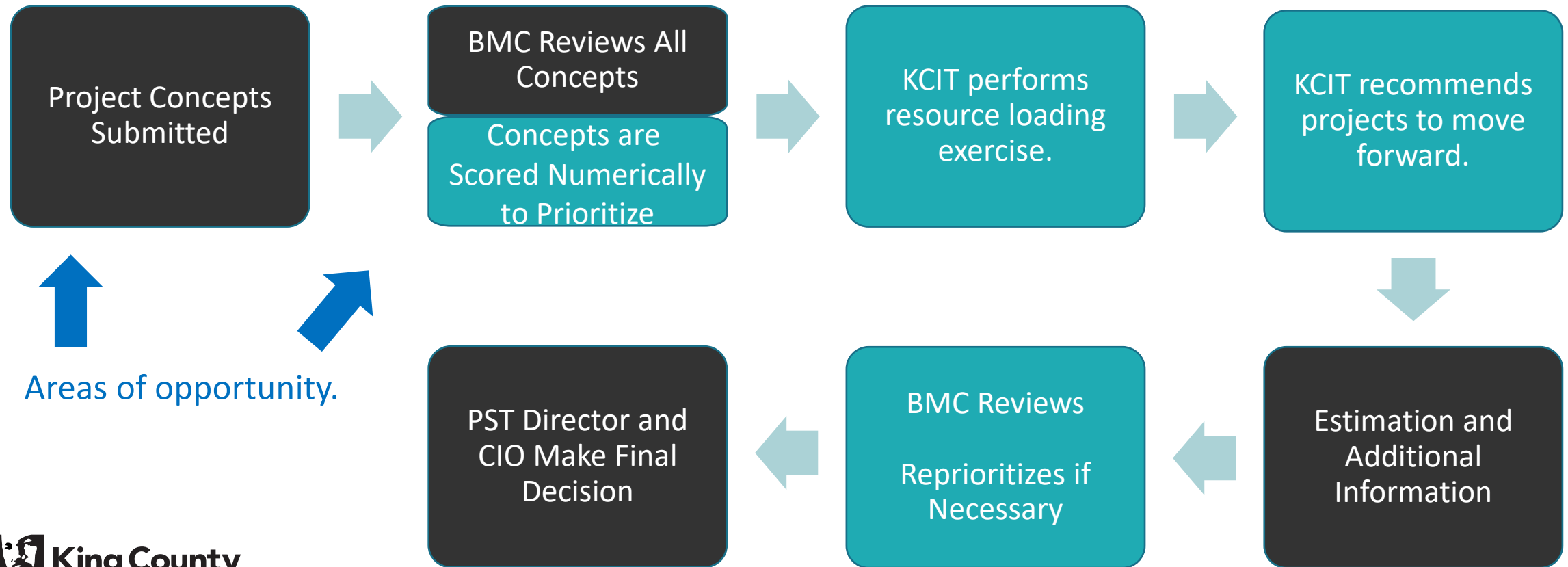


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From Previous SAC Meeting – IT Investment Process

We Made **Adjustments** for 2025 Planning



Proposed to PSB

1. Include additional data elements on the Conceptual Design form.
2. Automate the form.
3. Further refine the prioritization criteria, leveraging the additional data.
4. Use two sets of rating/prioritization criteria – one for each gate.

Maturing King County's Technology Management & Use

GenAI Guidelines & Software Approval

October 28, 2024

Lorre Wijelath, KCIT Chief Information Security Officer

Grace Preyapongpisan, KCIT Director of Data Strategy & Operations



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Q&A

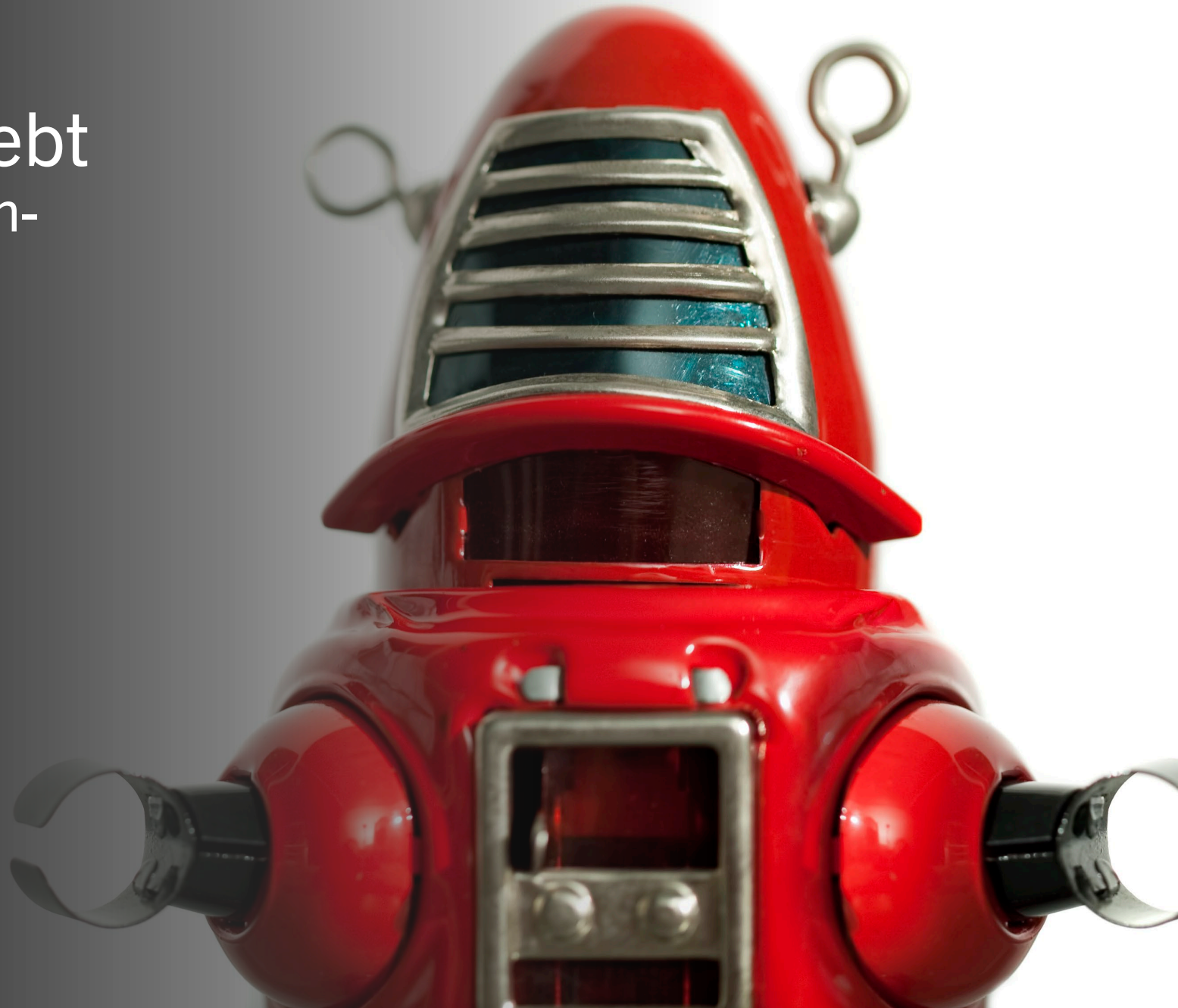




King County Tech Debt

- Initial Findings and Plan-

Megan Clarke
Chief Information Officer



2024 Strategic Plan Initiative – Inventory the Tech Debt

Tech Debt Definition

The implied cost of future reworking because a solution prioritized expedience and cost over long-term design.

- Accruing technical debt causes problems that worsen and become more costly to rectify over time.

Examples of Tech Debt

- Outdated/Unsupported Systems, Libraries, or Frameworks
- Poor Design, Monolithic Architecture, Hard-Coding
- Inconsistent Coding Standards and Unoptimized Database Design
- Multiple Parallel Systems


2024 Strategic Plan Initiative – Inventory Tech Debt

Work Thus Far

1. Establish four initial categories of debt to begin.
 - Infrastructure, software, architectural, and security.
 - Skills, ADA, and others will be brought-in.
2. Individual KCIT teams inventoried their debt.
3. 4-day Onsite Working Session
 - Used the Adaptive Action Framework
4. All-day Leadership Team Working Session

2024 Strategic Plan Initiative – Inventory Tech Debt

Initial Findings



**We have debt
(a lot of it)**

Examples

Outdated/Unsupported Systems

EOL 2008 Servers (45)

EOL 2012 Servers (261)

Design and Architecture

Macro Segmentation

Multiple Parallel Systems

Inconsistent Standards

Lack of Enterprise Data Governance

Identity Lifecycle Management

Security and Compliance Issues

Open SMTP Relays Still Used

Data Exposure Concerns

2024 Strategic Plan Initiative – Inventory Tech Debt

Next Steps

1. Continue to organize the inventory.
2. Quantify the debt in dollars and risk.
3. Integrate additional debt categories (ADA, skills, etc.)
4. Quantify the debt in dollars and risk.
5. Develop roadmap to address the debt.
6. Communicate, communicate, communicate. OCM on steroids.
7. Determine partnership, vendor, and funding source opportunities.
8. Formalize strategy and plan.

Knocking at KCIT's Door

- ADA Compliance (WCAG)
- Electrification
- Project Intake – Consolidate Channels
- Resourcing and Utilization
- Return to Office

Final Remarks

Working on our PhD
Positional Authority

Megan Clarke
King County Chief Information Officer

Questions? Thoughts?

SAC Members Feedback



Thank You!



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