

Strategic Advisory Council

October 1, 2025

10:00 am – 12:00 pm



King County

Department of Information Technology

Hello!

The meeting will begin shortly.

Welcome

Stephen Heard
Interim King County Chief Information Officer



King County SAC Members



Shannon Braddock

King County Executive
SAC Chair



Girmay Zahilay

King County
Council Chair



Rhonda Lewis

King County Council - Chief
of Staff to CM Zahilay,
Alternate



Dwight Dively

King County
Chief Operating Officer



Stephen Heard

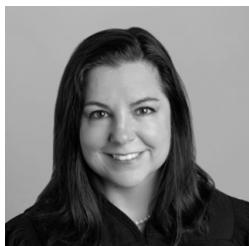
King County
Interim Chief Information Officer

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



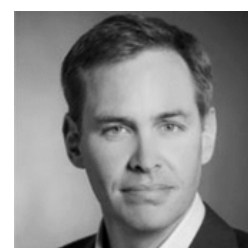
Michael Mattmiller

Microsoft
General Manager, WA State
and Global Employee
Engagement



Gary Leaf

King County
Housing Authority
CIO



Mark Ronaldson

Amazon Web Services
Sales Leader, State and
Local Government, and
Education, US West



Daniel Key

City of Tacoma
CIO and Director
of IT



Brian Ladyman

Slalom
Managing Director



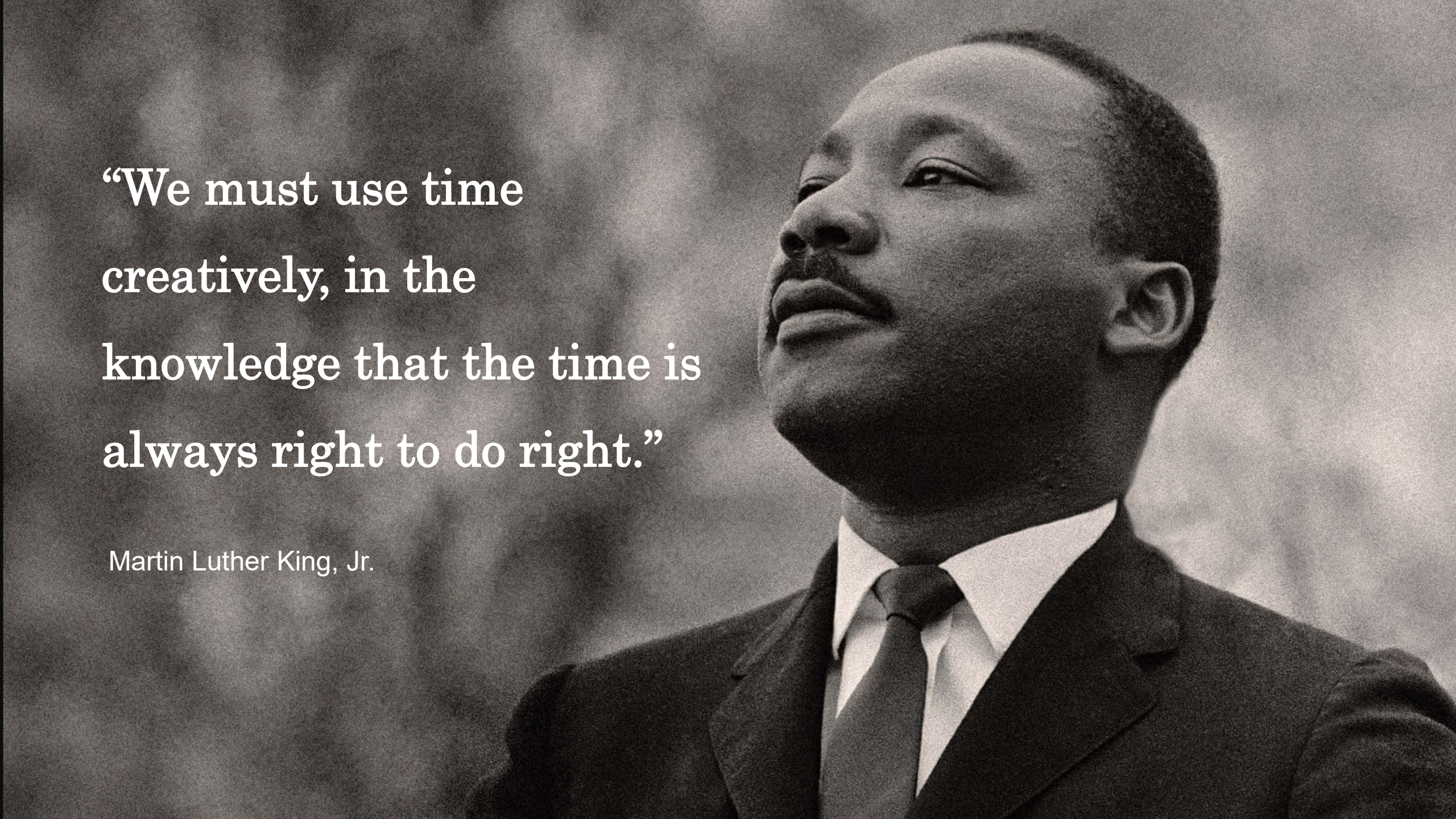
Gretchen Peri

State of WA
Chief Technology Officer
(primary member)



Bill Kehoe

State of WA CIO
(alternate member)

A black and white portrait of Martin Luther King, Jr. He is shown from the chest up, wearing a dark suit jacket, a white collared shirt, and a dark tie. He has a mustache and is looking upwards and to the left with a thoughtful expression. The background is a soft, out-of-focus light grey.

“We must use time
creatively, in the
knowledge that the time is
always right to do right.”

Martin Luther King, Jr.

Today's Agenda

10:00 am	Welcome and Opening Remarks Recap of May 5, 2025 SAC Meeting
	Updates
10:10 am	<ul style="list-style-type: none">• 2026-27 Investment - IT Projects• Project Progress: Property Tax Administration System• Cybersecurity Efforts
10:30 am	Artificial Intelligence (AI) Efforts: Update and SAC Round Table
11:10 am	2024-27 KC IT Strategic Plan –Mid Cycle Evolvment and SAC Round Table
11:20 am	Questions, Comments, Final Remarks
11:30 am	Adjourn

Opening Remarks

Dwight Dively
County Chief Operating Officer
Performance, Strategy and Budget Director



King County

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Updates from Dwight

- 2026-2027 Proposed Budget
- Federal Funding Cuts
- Executive Transition



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Questions? Thoughts?

SAC Members Feedback

Recap of May 2025 Meeting

Zlata Kauzlaric
IT Governance Manager

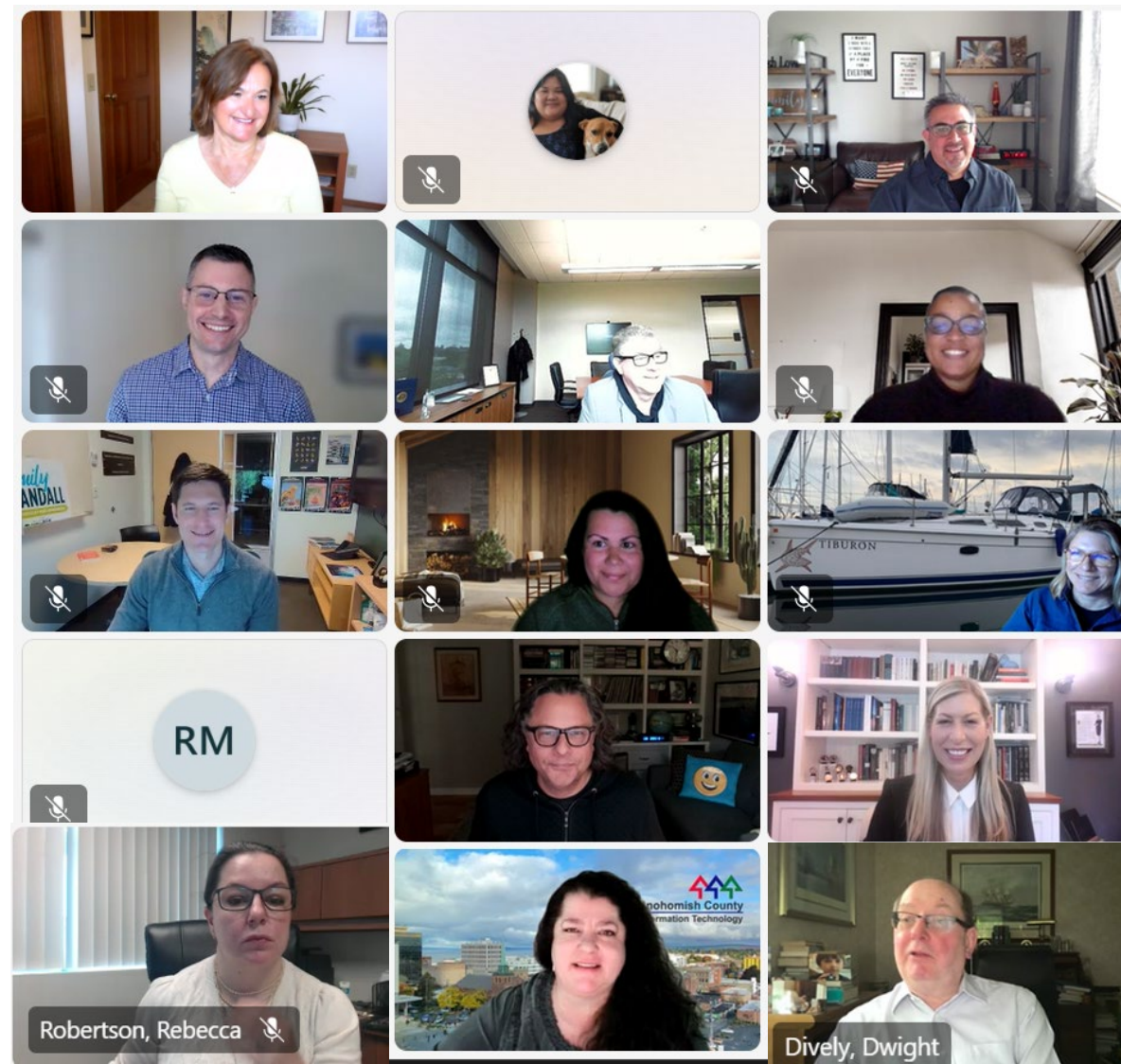


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May 5, 2025 SAC Meeting

Thank you to SAC Members for advising the King County Executive in developing long-term strategic objectives for technology deployment countywide!



May 2025 Meeting Outcomes

Updates

- **KCIT Org Realignment:** Completed.
- **2024-27 KC IT Strategic Plan:** Approved by Council; Strong progress made on all Goals
- **IT Project Investment Prioritization:** Countywide business and technology leaders representing each agency at Business Management Council (BMC) prioritized proposed projects.
- **Property Tax Administration System:** Completing planning and moving to implementation.

Cybersecurity Investments: 2025-2027 focuses on incident response, threat detection, identity governance and asset management. **SAC Advice:** Engage with leaders to show examples why investment in cybersecurity now helps to prevent huge impacts later.

Artificial Intelligence Opportunities and Challenges: Update on the County's efforts;
SAC Round Table: Have processes in place to guide responsible use of AI tools; Workforce training; Executive literacy; Reasonable expectations to work with vendors/ensure risk is assessed and shared.

Final Remarks: Upcoming meetings should reserve more discussion time and less updates. Updates can be shared digitally.

Updates

Stephen Heard
Chief Information Officer



King County

Department of Information Technology

KCIT Senior Leadership Team



Stephen Heard
Chief Information Officer
& Department Director*



Harry Clark
Deputy Chief Information
Officer*



Lorre Wijelath
Chief Information Security
Officer



Tamara Davis
Chief Technology Officer*



Cheryl Binetti
Chief of Staff



Junko Keesecker
Chief Financial Officer^

*Interim
^Special Duty

KCIT's 2026-2027 Proposed Capital Investments

King County's IT Investment process aims to make the best use of the County's limited resources while ensuring transparency into technology investments. The Business Management Council (with representatives from each agency) uses a set of 10 weighted criteria to compare and prioritize investments that support King County's business needs, enhance cybersecurity, and reduce technology debt.

Further prioritization conducted by the Office of Performance, Strategy, and Budget (PSB) and KCIT help determine what funding and staffing resources are available to deliver quality IT solutions on time.

Capital Projects		FY2026-2027 Proposed
IT Investment	\$	13,084,555
Enterprise CyberSecurity - Data Classification	\$	750,000
KCIT AD Consolidation	\$	1,100,000
KCIT Americans with Disabilities Act (ADA) Compliance Remediation	\$	500,000
KCIT Enterprise CyberSecurity - Governance, Risk Management, and Compliance, and Privacy	\$	500,000
KCIT Enterprise CyberSecurity - Sentinel Optimization	\$	500,000
KCIT Enterprise IT Asset Management	\$	2,000,000
KCIT Payment card industry Compliance Assessment and Remediation	\$	750,000
KCIT POTS Line Replacement	\$	4,484,555
KCIT Structured Cabling Replacement Program	\$	1,500,000
King County Artificial Intelligence Innovation Initiative	\$	1,000,000
Equipment Replacement	\$	8,165,949
KCIT Data Center Equipment Replacement	\$	661,949
KCIT Infrastructure Equipment Replacement	\$	1,404,000
KCIT Network Equipment Replacement	\$	5,100,000
KCIT Subscriber Radios Replacement	\$	1,000,000
Grand Total	\$	21,250,504

Property Tax Administration System (PTAS) Project

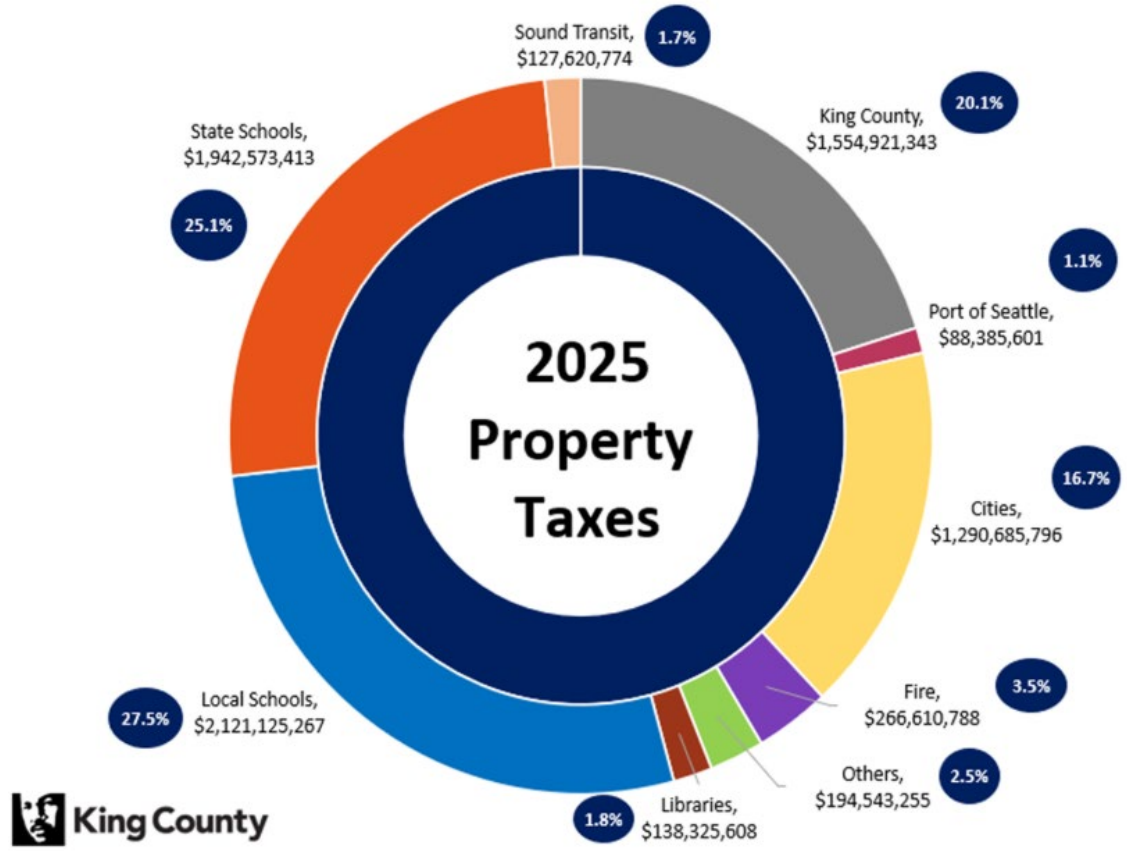
Scope: Implement a modern, reliable and accurate property tax system that replaces obsolete systems and preserves funding for critical services in King County communities.

Schedule: 3/2017- 4/2028

Budget: \$126.3 M; \$4.5 M proposed for Tax Increase

Status: Green

- Agencies/Departments involved: King County Information Technology, Department of Assessments; Department of Executive Services - Finance & Business Operations
- Delivery Management Vendor: ISG Northwest
- Development and Implementation Vendor: WWT
- Methodology: Agile
- Technologies: Microsoft Dynamics 365 Finance & Operations, Power Platform, Azure services, and Power BI



Overall property taxes for the 2025 tax year are **\$7.7 billion**.

Questions? Thoughts?

SAC Members Feedback

Cybersecurity Initiatives

Lorre Wijelath
Chief Information Security Officer



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**To see content, please contact
itgovern@kingcounty.gov**

Questions? Thoughts?

SAC Members Feedback

Artificial Intelligence Strategy, Governance, Policy

SAC Members Discussion
Moderator: Stephen Heard



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Goal

3



Embrace Best-Run Government Principles Focused on Who We Serve

Convene a Public Safety Roundtable

I plan to bring together members of the council and department leaders from law enforcement, public health, and our justice system to better align on smart, equitable safety strategies that can be recommended as part of the 2026-27 budget.

Host a Regional Utilities Affordability Summit

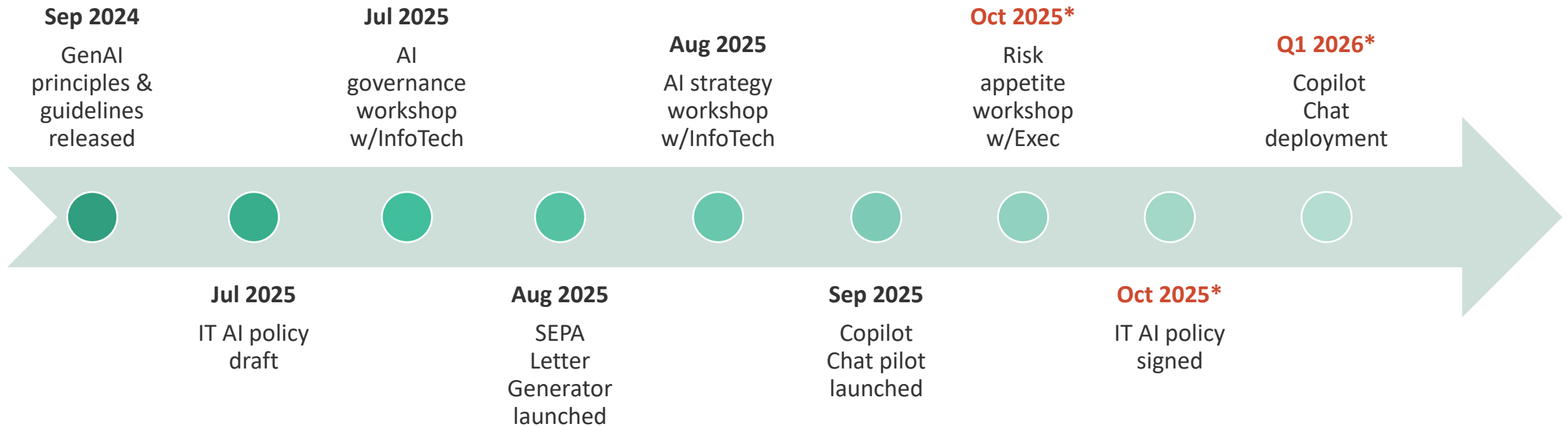
In partnership with local municipal leaders, I will prepare a multi-jurisdictional summit to address affordability and access to essential utilities (water, sewer, energy).

Advance King County AI Policy

I will launch the development of a new artificial intelligence policy that supports privacy, prevents bias, protects workers, and promotes responsible innovation across county departments.

AI Progress – Key Milestones

As we work on establishing AI policy and governance, we're focused on low-risk use cases that support employee productivity



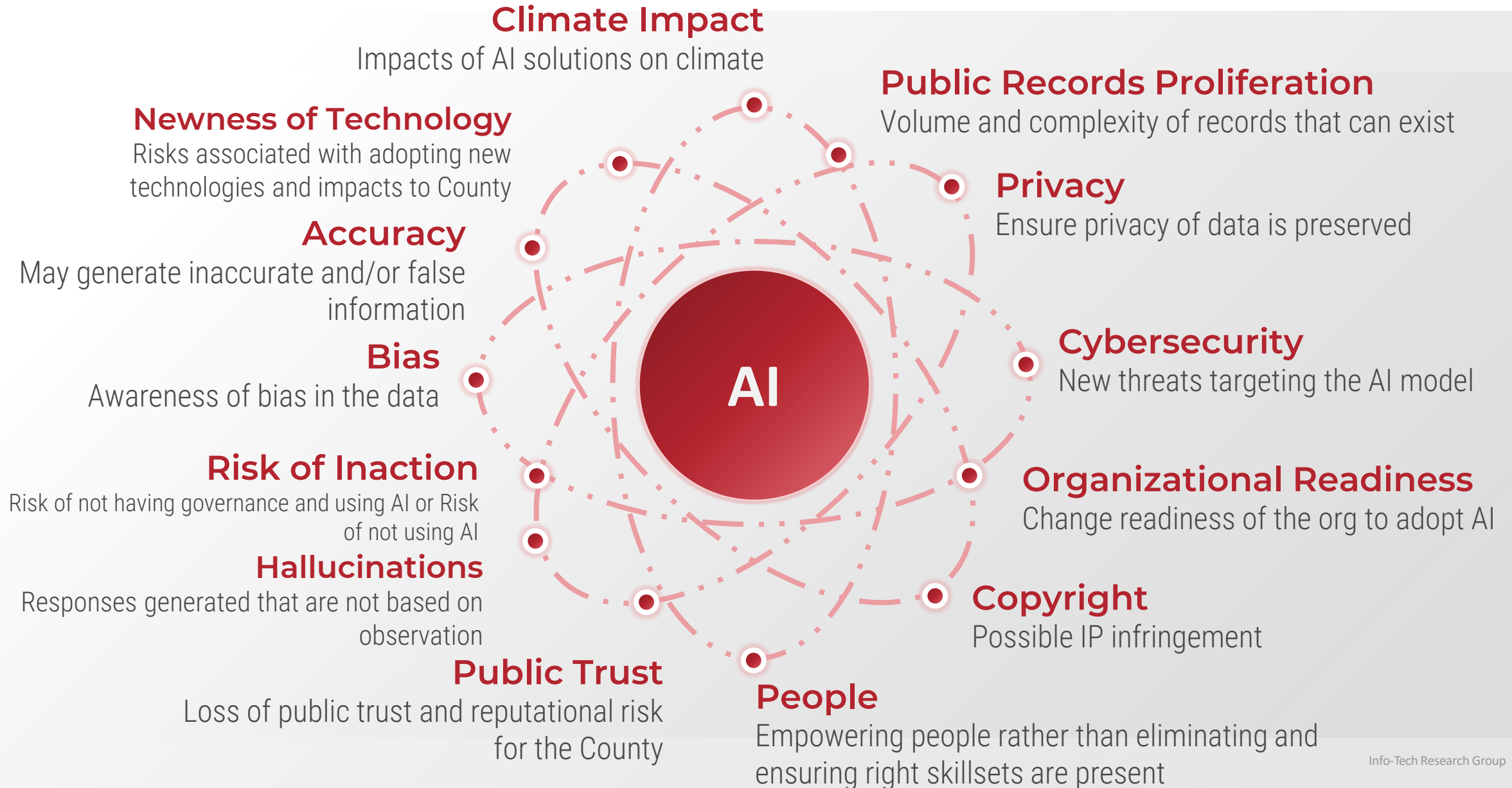
** Target dates*

AI Strategy – Primary Goals

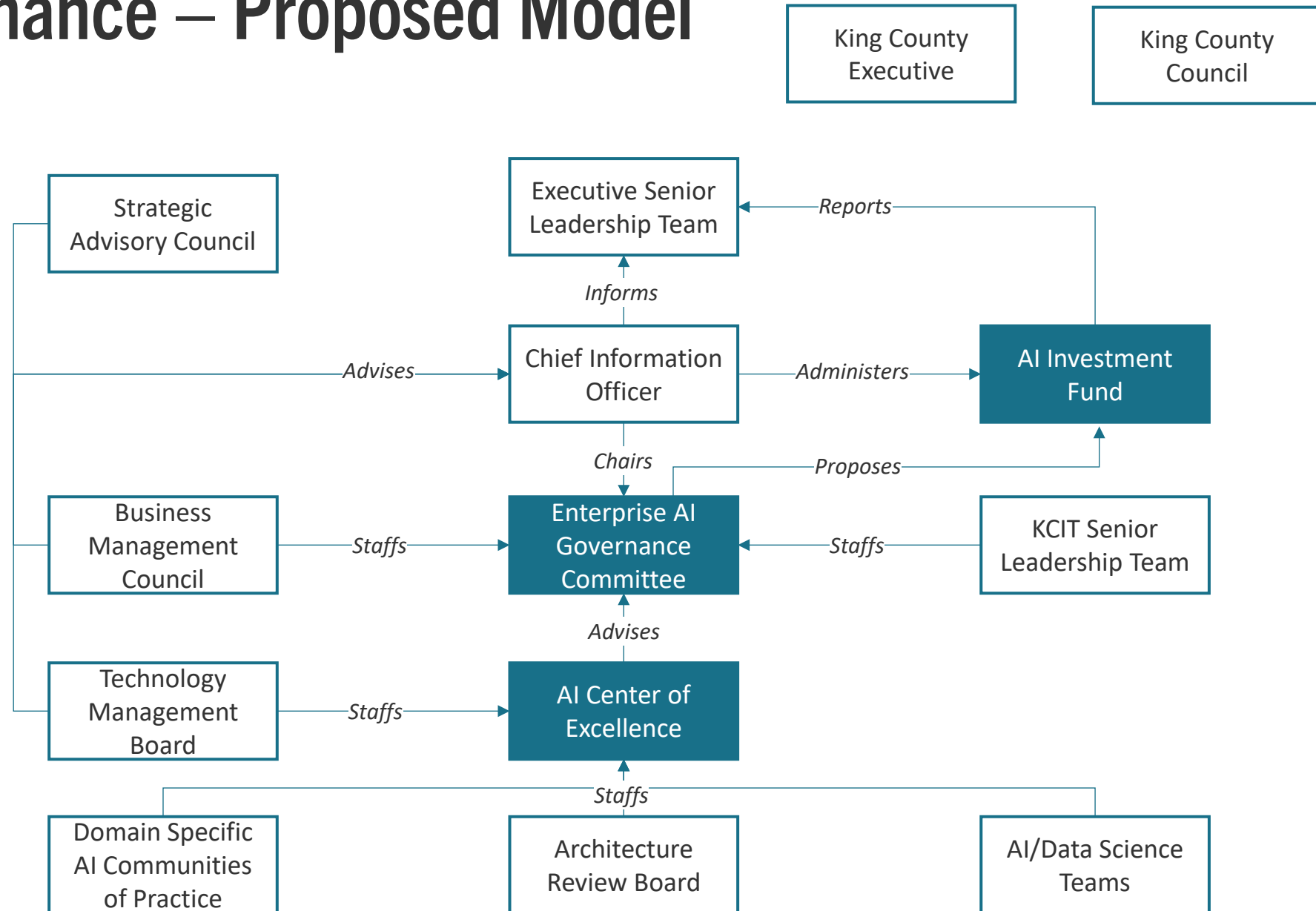
- August 2025 AI strategy workshop
- 80% business, 20% IT
- Identified 60+ use cases
- Developed primary goals



AI Risk Domains



AI Governance – Proposed Model



Discussion

How are King County agencies and our public and private sector partners thinking about managing AI risks? In what areas are you more risk tolerant? In what areas are you more risk averse?

How are organizations approaching governance across IT and business functions? What has worked? What hasn't?

10 min

AI Policy Draft – Key Provisions

Objectives

- Optimizing service delivery
- Improving workforce capacity
- Positive outcomes for residents
- Aligns with King County values
- Legal, compliant, and responsible use of systems with AI capabilities

Applicability

- Applies countywide – to all individuals working for or on behalf of King County
- Covers acquisition, development, operation, and maintenance

Implementation & Maintenance

- Effective upon signature
- New or material changes to existing implementations must be compliant as of effective date
- All others compliant within 1 year
- Incorporate into Acceptable Use Policy (AUP)
- Annual attestation for AUP
- Expires annually or earlier at CIO discretion
- AI systems that fall out of compliance maybe suspended or decommissioned

Principles & Guidelines

- Safety
- Security and privacy
- Fairness and harm reduction
- Human oversight
- Accountability and transparency
- Reliability and resiliency
- Rights protecting
- Environmentally conscious
- Duty of competence

AI Policy Draft – Key Provisions

- KCIT approval required or documented exception
- Written CIO approval required for high-risk use cases
- Subject to Technical Risk Assessment, Privacy Assessment, Equity Impact Review, compliance with implementation standards
- Vendors required to provide AI Fact Sheet and notification of AI-related feature changes

KCIT Approval

KCIT Oversight

Risk Management

- KCIT will maintain a register of all systems with AI capabilities
- Registration, risk classification required
- Registered systems are subject to regular reviews to ensure alignment with risk posture

Incident Response

- Reportable events may activate the KCIT Incident Response Plan, Continuity of Operations Plans, Business Continuity and/or Disaster Recovery protocols

Privacy and Consent

- When AI has material impact on individuals, clear public notice must be provided
- Individuals must have ability to appeal or opt out when appropriate and legal

- Fully automated decisions that have material impact on individuals
- Inferring sensitive attributes, e.g., race, political affiliations, sexual orientation
- Manipulative or deceptive techniques
- Unsanctioned collection of biometric identification data
- Facial recognition
- Emulating an individual's voice or likeness without consent
- Assessing risk of an individual committing crimes based solely on profiling or inferred attributes
- Use of King County residents' data for commercial purposes

Prohibited Uses

Department & Agency Responsibilities

- Agency or department-specific policies and guidelines with further restrictions
- Assessing and mitigating non-technical impacts
- Assuming responsibility and risks for exceptions (i.e., use cases, systems without KCIT approval)
- Reporting security and/or privacy incidents to KCIT

Discussion

How are our public and private sector partners handling for factors that fall outside of the traditional IT domain in their AI policies?

E.g., Impacts on the workforce, societal impacts, intellectual property rights, environmental impacts, bias, proliferation of mis- and disinformation, etc.

10 min

2024-27 Strategic Technology Plan Mid-cycle Evolvement

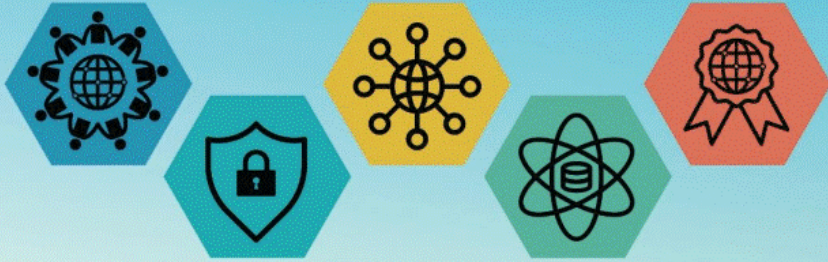
SAC Members Discussion
Moderator: Stephen Heard



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King County Strategic Information Technology Plan 2024-2027



Plan Status

- 2025 Annual Update has been transmitted
- Strong progress is being made on all Goals and Initiatives
- Conducted Mid-cycle assessment and updates



Strategic Progress Since Last Meeting

Lifecycle State Descriptions

Plan

This initiative is in decision preparation phase

Phase In

This initiative has been approved and will start

Active

This initiative is actively managed

Cancelled

This initiative has been cancelled

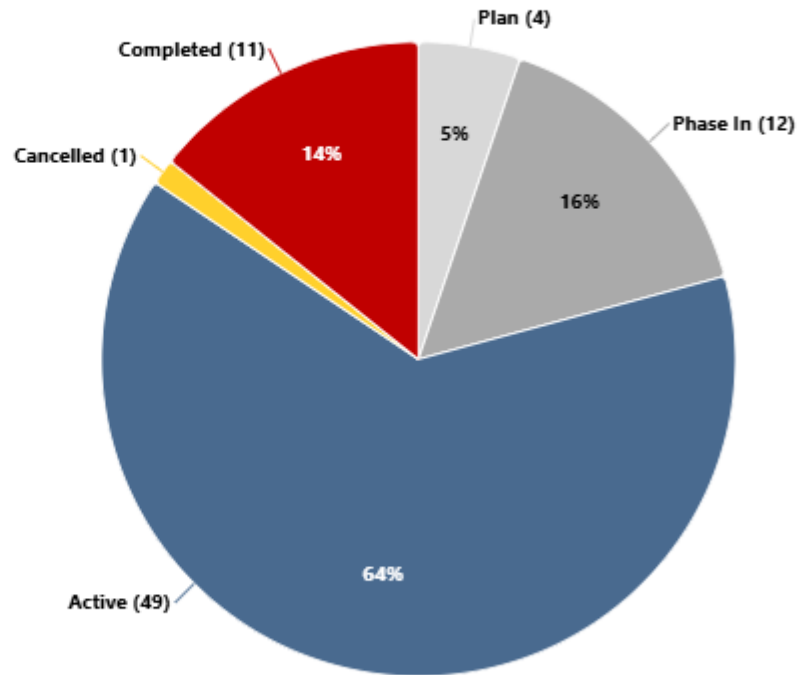
Completed

This initiative is not active anymore or has been closed

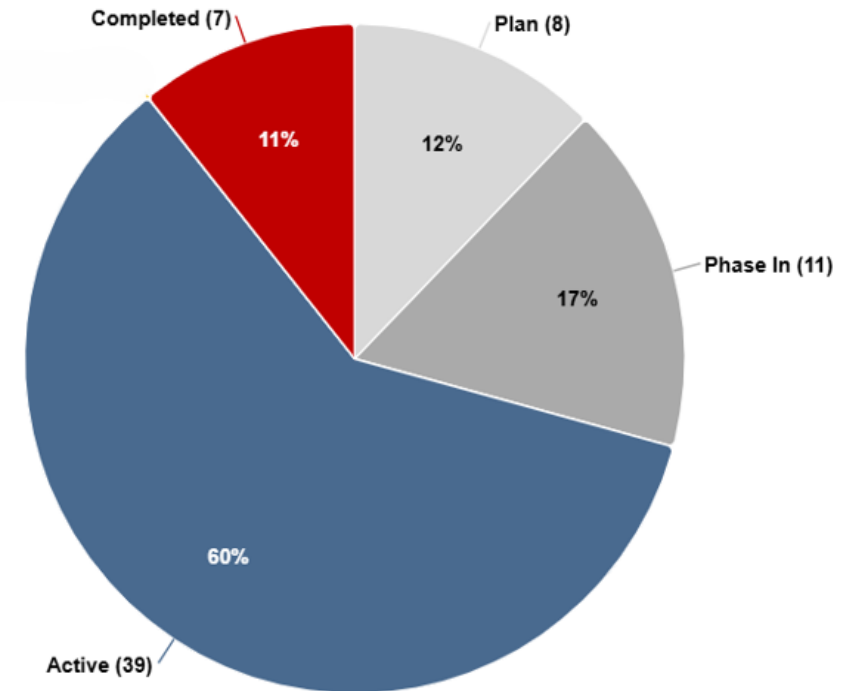
Strategic Initiatives Lifecycle Current State

All Strategic Initiatives

9/15/2025



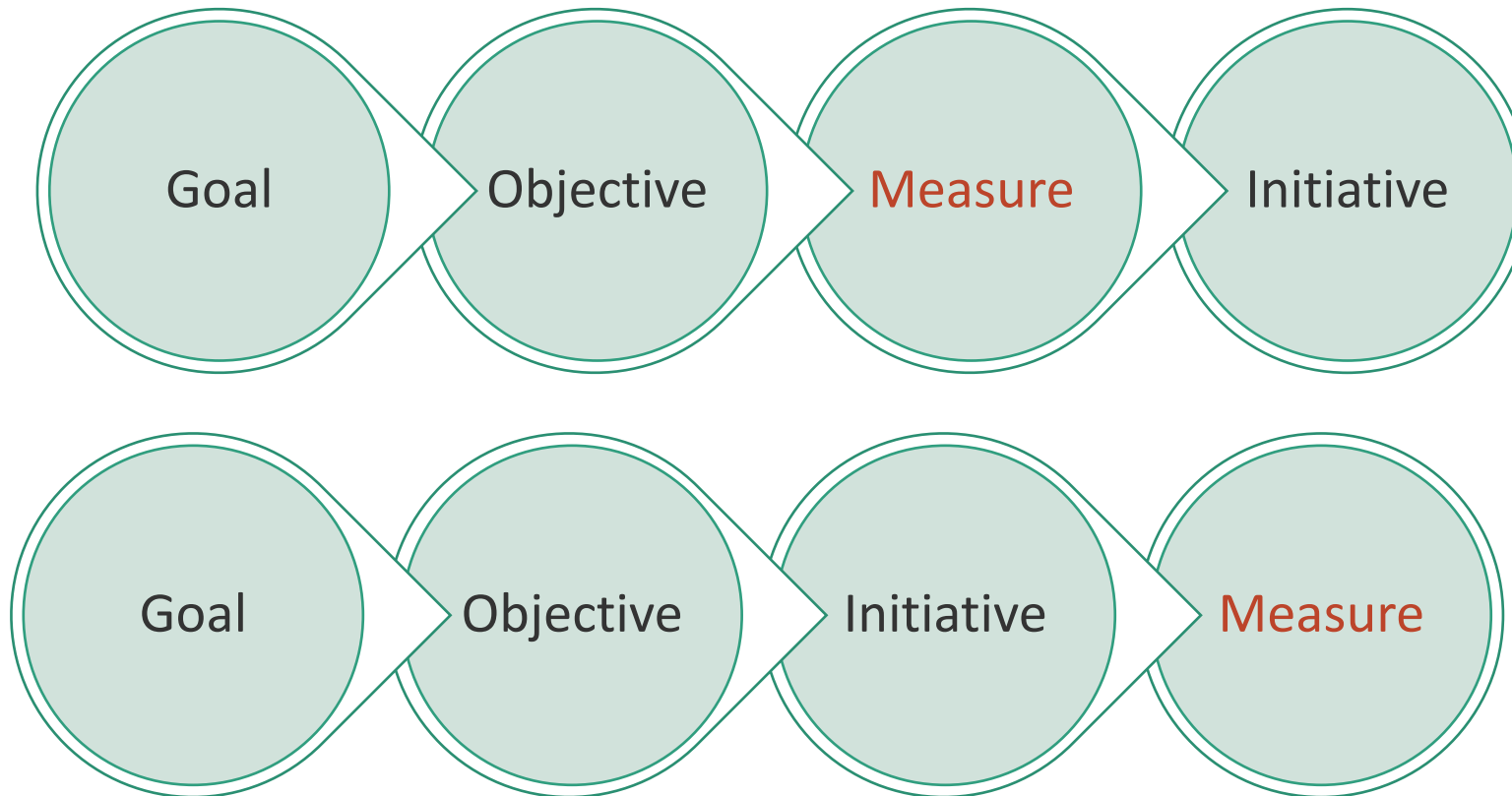
5/1/2025



Mid- Cycle Updates

- ❑ The intent is to make the plan better resonate with our partners and be more actionable by our staff.
- ❑ Focused on simplifying and streamlining the goals and objectives.
- ❑ Specific initiatives have been distributed, re-mapped and better aligned in the current goals and objectives.

Goal Planning Sequence



Updated Strategic Technology Goals

1. Increase Mission Impact

We empower the county to leverage data and technology to create impactful outcomes and drive informed decision-making.

2. Reduce Cybersecurity & Enterprise Risk

We secure technology systems, physical infrastructure, and data to mitigate risk and maintain public trust.

3. Improve Resident & Stakeholder Experience

We partner to deliver modern, innovative services that are user-centric, trusted, and accessible.

4. Develop People & Teams

We develop a county workforce that is digitally capable and adaptable to change.

5. Drive Productivity & Cost Optimization

We maximize the value and longevity of technology investments for effective, reliable, and resilient operations.

Discussion

Feedback/ Advice on updated Goals/Objectives

Any other strategies to consider for adding to the Plan?

10 min

Final Remarks

Stephen Heard
Chief Information Officer



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Department of Information Technology

Final Remarks

- Good of the Order
- General Feedback and Comments from the Members
- Call for the next mtg topics
- SAC members – Thank you for your continued participation, engagement and support!!



Thank You!

We are adjourned.



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