

FINAL



King County

# Strategic Advisory Council

May 16, 2025

~Meeting Notes~



**Strategic Advisory Council**  
 May 16, 2025 – Meeting Minutes

**Strategic Advisory Council**

**Semi-Annual Meeting**

16 May 2025

9:00 A.M. to 10:30 A.M.

Virtual: Teams Meeting

[#KCSAC2025](#)

**KING COUNTY MEMBERS**

Name	Title	Agency	Present
Shannon Braddock	King County Executive	Executive's Office	-
Dwight Dively	Director, Performance, Strategy and Budget and County Chief Operating Officer	Executive's Office	X
Girmay Zahilay	County Council Chair	King County Council	Rosa Mai
TBD	County Council Member	King County Council	-
Rebecca Robertson	Chief Presiding Judge	District Court	X
Ketu Shah	Chief Presiding Judge	Superior Court	-
John A. Wilson	Assessor	Assessor	
Leesa Manion	King County Prosecutor	Prosecuting Attorney	Nicole Franklin
Patti Cole-Tindall	Sheriff	King County Sheriff's Office	-
Julie Wise	Elections Director	Elections	-
Stehen Heard	County Chief Information Officer, Interim	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
Daniel Key	Chief Information Officer	City of Tacoma	X
Viggo Forde	Chief Information Officer	Snohomish County	Lisa Hillman
Gretchen Peri	Managing Director	Slalom	X
Mark Ronaldson	Director	Amazon Web Services	-
Gary Leaf	CIO	King County Housing Authority	-



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**STAFF to KING COUNTY CHIEF INFORMATION OFFICER**

Name	Title	Agency	Present
Lorre Wijelath	Chief Information Security Officer, KCIT	King County Information Technology	X
Harry Clark	Deputy County Chief Information Officer (Interim)	King County Information Technology	X
Tamara Davis	Chief Technology Officer, (Interim)	King County Information Technology	X
Tisa Escobar	Public Records Officer	King County - Office of the CIO	X
Zlata Kauzlaric	IT Governance Manager	King County - Office of the CIO	X

**Welcome and Opening Remarks**

**9:00 AM**

- Stephen Heard welcomed the SAC attendees to the meeting and thanked them for their service at SAC.
  - New member: Daniel Key from City of Tacoma
- Dwight Dively delivered opening remarks:
  - Three things
    - Executive Leadership - 200-day plan from Shannon Braddock
      - AI focus
    - KCIT Leadership
      - Stephen Heard to remain CIO of KCIT in Interim
    - Budget for 2026-2027
      - General fund
        - Since the last meeting, a \$150 million budget gap was discussed, however new legislation is being signed that is expected to address this gap.
      - Federal funding
        - Risks to existing fund – budget is supposed to be set out in October
        - Concern for these areas: Metro, Public Health, and Community Services.
    - Comments/Questions
      - Washington State is seeing the same issues from federal cuts – especially focused on Medicaid cuts
      - Concern about the impact on services they offer to the community
      - Partnership between state, county, and city will be key



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- Snohomish County mirrors the same concerns.

**Recap of Oct 24, 2024 meeting**

**9:20 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.
- October 2024 meeting recap included:
  - **Updates**
    - KCIT Org Realignment: The SAC Members supported recommendations for the Chief Financial Officer position.
    - 2024-27 KC IT Strategic Plan: Although the Plan was yet to be approved by KC Council, the work was moving forward on the initiatives with a 2024 start date.
    - IT Project Investment Prioritization: SAC were presented with proposed adjustments being made for the 2026-2027 Budget.
  - **Software Approval Process / Gen AI Principles and Guidelines**

After a presentation of the County's approach, the SAC Members recommended additional elements for the County to consider, including Data inventory; Data sharing agreements; Process in place to manage new technology Process in place to manage new technology pro-actively, before it proliferates without policies/guidelines/tools are in place; Training employees earlier.
  - **Tech Debt – Initial Findings and Plan**

This initiative in the Strategic Plan includes inventory of the technical debt in Infrastructure; Software; Architecture and Security.  
Next steps include quantifying the debt in \$\$ and risks, integrating additional debt categories.

**Updates**

**9:23 AM**

- Stephen provided an update on the organizational realignment for KCIT (Reference: the slide deck)
  - KCIT Realignment
    - Leadership Team in place
      - Org chart of Core Leadership team
      - Fully stocked team
      - Seamless transition
      - Strong leadership
- Stephen provided an update on status for the King County 2024-2027 IT Strategic Plan.

- The plan has been approved by Council, and work is moving forward on the initiatives.
- Strong progress is being made on all Goals and Initiatives
  - Quick recap of 5 goals - There are 65 initiatives within these goals
    - Digitally equitable KC
    - Continuously improving digital security and policy
    - Consistent online services experience
    - Data-driven KC
    - Drive IT excellence
  - Regarding a question about the budget for each goal, we could project the proposed budget for 2026-27, with the budget for existing projects -
    - aligned to each goal
- Stephen shared Outcomes of Conceptual Review and Prioritization for 2026-27 IT Investment
  - Resources are constrained – limited human and capital resources
  - Countywide business and technology leaders representing each agency at Business Management Council (BMC) prioritized proposed concepts
    - Project Review Board moved to full proposals 29 out of 44 proposed concepts - further prioritization will occur
    - BMC Feedback
      - Went well and also looking for opportunities for improvement, including
        - 44 was a lot of proposals
        - Asking agencies to prioritize their proposals
    - Comment/Question
      - Daniel Key offered to have discussions with Stephen about how to handle numerous proposals since they receive a lot in Tacoma too.
- Stephen shared an update on the Property Tax Administration System project.
  - Coming out of planning phase and moving to implementation phase
  - 3-year development and implementation phase as planned to date
  - The implementation plan includes eight program increments over a two-year period
  - Questions? Thoughts?
    - Bill asked about PTAS budget and if the work that has been done thus far is being leveraged
      - Stephen and Dwight shared how this project has evolved and that a limited outcomes from the first effort are being leveraged



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- Lisa –recommended having in place strong Product Owners; Stephen confirmed that the product owners have been identified and are engaged

**Cybersecurity Investments**

**9:47 AM**

- Stephen turned the meeting over to Lorre Wijelath to discuss the County’s investments into Cybersecurity (Reference: the meeting slide deck)
- InfoSec program
  - Lorre shared the timeline of development of program from 2004-present
  - 2025-2027 – plan for next two years
    - New positions approved for 2025, budget for security enhancements to existing infrastructure, and proposals for 2026/27 to have 24/7 service
  - Roadmap of funded and planned initiatives
    - Focus on incident response, threat detection, identity governance and asset management .
- The SAC Members discussed additional elements for consideration.
  1. With the restructuring of CISA (Critical Infrastructure Security Agency), what impact(s) do you anticipate that this will have on state and local government cybersecurity programs?
  2. In light of those impacts, what strategic investments should we prioritize to strengthen our own cybersecurity program?

Discussion among members:

- Michael
  - Asked clarifying question for Question 1. He asked what impact CISA has had on KC.
    - Lorre shared specific example – World Cup coming to Seattle and interaction between CISA, FIFA and KC should an incident arise.
- Gretchen
  - Employees falling for phishing attacks – how best to prevent this
  - Lorre shared that KC has 18k+ employees who are going through regular periodic training as well as successful micro training in addition to standard training for employees who needed further training. It has been helpful to have focused training for employees based on the access they have to different systems. We are also learning from incidents that happen and working with employees.
  - Lisa shared experience in Snohomish County, and they are hiring a resource from CISA.

- Bill
  - Invited Lorre to join the State’s security subcommittee focused on federal and state level security issues.
    - Related to a question about vulnerability management in the County, Lorre shared that currently KCIT has Security Engineer part time to address vulnerable management issues with our assets. We are also recruiting a full-time position soon to scan often and close any critical vulnerabilities; Also working with vendors to address their responses and response time as issues arise.
- Michael
  - Engaging with leaders to show examples why investment in cyber infrastructure helps in the long run of preventing huge impacts later down the line.

**Artificial Intelligence Opportunities and Challenges**

**10:11 AM**

- Stephen discussed the current status of AI efforts in King County.
  - Shared what KC has done - completed projects and on-going projects
  - Active AI efforts
    - Working closely with Microsoft – CoPilot, leverage AI for permitting purposes
- The meeting continued in the Round Table discussion moderated by Stephen. The questions below were discussed.
  1. Where Does AI Fit: Where do you envision AI creating the most value for your organization?
  2. How Do You Define Success: How are you gauging AI's effectiveness and return on investment? Is that approach different from your consideration of more traditional technology investments?
  3. Fostering an AI-ready Culture: What investments, programs, or partnerships are you pursuing to build an AI-ready organization?
  4. Balancing Demand and Risk:
    - a. AI introduces risks beyond traditional security threats. If IT is unable to provide a managed AI ecosystem it potentially leads to riskier user behavior. Is your organization rethinking its risk appetite to enable the implementation of AI tooling inside the firewall?
    - b. How are other similarly positioned organizations investing in both offensive and defensive AI-driven security capabilities, and what lessons can we draw from their approach?



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Discussion during Round Table

- Lisa – The appetite is increasing for use of AI. Snohomish County is using the same approach as KC is using, meeting demand but also making sure proper processes are in place to how to use these tools responsibly. Still in development.
- Michael – He echoes Bill’s question about workforce training in using AI. Stephen shared the need to make sure all employees have the proper education about AI – address biases, how to use AI effectively and responsibly, and best use for AI.
  - Michael gave examples of how other states/counties have addressed AI use and tangible value for their state/county.
  - Stephen shared he’s given a presentation about AI for the Executive and Executive Board. He is providing executive literacy and making sure they understand what AI is and how it can be best used for KC work.
- Gretchen – She is seeing states trying to create extreme Risk Averse contracts such that vendors can’t work with them. These types of contracts are attempting to put all responsibilities related to AI components on vendors. She advises setting out reasonable expectations to work with vendors and ensuring risk is assessed reasonably and shared appropriately.
- Daniel – He shared his thoughts about risk and reasonable expectations with vendors and how we as county/city/state can best communicate between agencies and vendors to share in AI space.

**Final Remarks**

**10:29 AM**

Stephen thanked SAC members for their participation.

- Stephen proposed and other members supported that the upcoming meetings should reserve more time for discussion and less on updates. Updates can be shared digitally.

The meeting adjourned at 10:31 AM.