

## Dear Strategic Advisory Council Members!

This is a summary of the upcoming meeting. If you would like any additional information, please let me or David Mendel know. Thank you and looking forward to the meeting!

### LOGISTICS

You have received a Zoom meeting invite for October 14, 2022, 10 a.m. – 12 p.m. Please plan to join 5 min early. We will start at 10:00 a.m. promptly.

30-min social after the meeting: It would be great if you joined a 30-min social after the meeting to connect with each other informally.

### EXPECTATIONS

Your discussion and advice around the presented topics will help us validate and move forward with our strategic goals.

## SAC Role – An excerpt from King County Code

### 2A.380.300 Strategic advisory council.

*A. The strategic advisory council is hereby created. The strategic advisory council shall act in an advisory capacity to the executive in developing long-term strategic objectives and planning and implementing for information technology deployment countywide. The voting members shall be the executive, two representatives of the King County council's choosing, the sheriff, the prosecuting attorney, the assessor, the chief information officer, the presiding judge of the superior court, the presiding judge of the district court, the director of elections and the chief information officer. The nonvoting advisory members shall be up to eight external advisors from the private sector to be selected by both the chair and the chief information officer, each to serve a two-year term, and up to two external advisors from the public sector to be selected by the chair and the chief information officer, each to serve a two-year term.*

*B. The strategic advisory council shall:*

- 1. Develop and recommend strategic objectives for information technology deployment countywide;*
- 2. Review information technology proposals for their alignment with adopted strategic objectives;*
- 3. Review and endorse the information technology strategic plan and all updates to it;*
- 4. Review policy-related transmittals to the county council that are proposed by the executive for large countywide information technology projects; and*

*5. If necessary, review and endorse information technology standards, policies and guidelines recommended by the chief information officer for countywide adoption.*

*C. The executive shall serve as the chair of the strategic advisory council.*

*D. Votes shall be taken by roll call and recorded on all recommendations and endorsements. Meeting minutes shall include issues and concerns raised by members for consideration by the chief information officer.*

*E. Members of the strategic advisory council shall serve without compensation. (Ord. 18432 § 10, 2016: Ord. 15559 § 8, 2006: Ord. 14155 § 2, 2001. (Formerly K.C.C. 2.16.07582).*



<p><b><u>Strategic Advisory Council Members</u></b></p> <p><b>Dow Constantine – Chair</b> County Executive @kcxec</p> <p><b>Claudia Balducci</b> County Council Member @KccClaudia</p> <p><b>TBD</b> County Council Member</p> <p><b>Matthew York</b> Chief Presiding Judge, District Court</p> <p><b>Patrick Oishi</b> Chief Presiding Judge, Superior Court</p> <p><b>John A. Wilson</b> Assessor</p> <p><b>Dan Satterberg</b> Prosecuting Attorney @KCProsecutor</p> <p><b>Patti Cole-Tindall</b> Sheriff</p> <p><b>Julie Wise</b> Director, Elections</p> <p><b>David Mendel</b> County Interim Chief Information Officer @kccio</p> <p><b><u>Private/Public Sector</u></b></p> <p><b>Gary Leaf</b> CIO, King County Housing Authority</p> <p><b>Jason Weiss</b> CIO, Sound Transit</p> <p><b>James Weaver</b> CIO, State of North Carolina</p> <p><b>Bill Kehoe</b> CIO, State of Washington</p> <p><b>Viggo Forde</b> CIO, Snohomish County</p> <p><b>Sergio Razo</b> Director, Information Technology Services King County Library System</p> <p><b>Michael Mattmiller</b> Senior Director, Government Affairs, Microsoft</p> <p><b>Mark Ronaldson</b> Sr. Sales Manager, Amazon Web Services</p> <p><b>Gretchen Peri</b> Managing Director, Slalom</p>	<p>October 14th, 2022 <span style="float: right;">#KCSAC2022</span></p> <p><b>VIRTUAL MEETING</b> 10:00 am – 12:00 pm</p> <p><b>King County Information Technology Governance Strategic Advisory Council Meeting</b></p> <p><b>AGENDA – DRAFT</b></p> <p><b>10:00 am Meeting begins</b></p> <p><b>10:05 am Welcome and Introductions</b></p> <p><b>10:15 am Opening Remarks</b></p> <p><b>10:25 am Recap of March 2022 Meeting</b></p> <p><b>10:30 am Data Governance</b></p> <p>King County’s Data Governance will enable data to be used as a strategic asset to inform decisions that lead to better and more equitable outcomes for our community.</p> <p>Following a briefing, SAC Members will offer their remarks to help advise the County’s efforts.</p> <p>SAC Action: Strategy Endorsement</p> <p><b>11:05 am Information Security and Privacy</b> Information security and data privacy is essential to protect the sensitive data residents entrust to us.</p> <p>Following a briefing, SAC Members will offer their remarks to help advise the County’s efforts.</p> <p>SAC Action: Strategy Approach Endorsement</p> <p><b>11:40 am Strategic Technology Plan Period 2024-27</b> In preparation for our next Strategic Information Technology Plan, King County can greatly benefit from early SAC guidance and direction about the most important IT strategies for King County over the next 5 years.</p> <p>SAC Advice: What strategic IT area(s) can have the most positive impact to the communities we serve?</p> <p><b>11:50 am Final Comments</b></p> <p><b>12:00 pm SAC Virtual Social</b></p>
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## RECAP OF MARCH 2022 SAC MEETING

<p><b>OVERVIEW</b></p>	<p><b>2022 Technology Awards</b></p> <p>SAC recognized projects for their technology achievements in the three categories of our Strategic Information Technology Plan: Connected Communities, Connected Data, and Connected Government. Congratulations again to our agencies for the great service improvements!</p> <p><b>#Let'sCreateTheFuture TOGETHER</b></p> <p>The County's business leaders provided their video messages describing how IT is helping them be responsive to changing customer and employee needs.</p> <p>We continue to make progress on our strategic priorities. During the pandemic we have seen an intense urgency and collaboration to create the things that never existed previously.</p> <p>We need to continue to harness the same passion and sense of urgency that we treated the pandemic with, to promptly address our most pressing and persistent challenges and strategies.</p> <p>SAC members advised on how we could continue that momentum.</p> <p><b>SAC Members Advice on King County Strategic Priorities</b></p> <p>External SAC members shared their findings and advice related to the County's strategic IT priorities:</p> <ul style="list-style-type: none"> <li>• Wade Powell, Amazon on Digital Equity</li> <li>• Michael Mattmiller, Microsoft on importance and strategy for Data</li> <li>• Bill Kehoe on Connected Communities and State of WA portal</li> <li>• Gretchen Peri, on the posture of King County on these priorities</li> </ul>
<p><b>AT THE MEETING</b></p>	<p>We will provide an overview of the March 2022 SAC meeting.</p>
<p><b>PRE-MEETING MATERIALS</b></p>	<p>March 2022 meeting notes and the joint photo are available at:</p> <ul style="list-style-type: none"> <li>• <a href="#">Meeting Notes</a></li> <li>• <a href="#">Meeting Photo</a></li> </ul>
<p><b>SAC ACTION</b></p>	<p><b><i>No action requested.</i></b></p>



## DATA GOVERNANCE

<b>OVERVIEW</b>	King County's Data Governance will enable data to be used as a strategic asset to inform decisions that lead to better and more equitable outcomes for our community.
<b>AT THE MEETING</b>	<p>We will discuss the importance of countywide Data governance.</p> <p>Data is essential to the County's past successes and future actions in addressing critical areas of homelessness, public safety and criminal justice, anti-racism and pro-equity efforts, environmental conservation and climate change, public health, transit, and the creative economy as King County recovers from the pandemic.</p> <p>We will present a proposed Data Governance strategy which includes objectives, framework and structure.</p> <p>SAC members will advise us on all components of the presented strategy.</p>
<b>PRE-MEETING MATERIALS</b>	<p>Available later in this document:</p> <p>Data Governance: Landscape Survey; Guiding Principles; Governance structure; Equity and Justice</p>
<b>SAC ACTION</b>	<p>Endorsement of:</p> <ul style="list-style-type: none"><li>• Proposed Data Governance Strategy (Objectives, Framework, and Structure)</li><li>• Endorsement to prioritize investments in Data Governance Implementation</li></ul>

## INFORMATION SECURITY AND PRIVACY

<p><b>OVERVIEW</b></p>	<p>Information security and data privacy is essential to protect the sensitive data residents entrust to us.</p> <p>From well-defined cybersecurity, privacy, and risk management - we enable organizations and individuals to have confidence that the County is a good steward of their data.</p>
<p><b>AT THE MEETING</b></p>	<p>We will describe the current and future ready strategy for the County's Information Security and Privacy (ISP) efforts.</p> <p>In 2019, the King County team worked with a consultant to build and deploy a modern security strategy. Utilizing industry best practices for Governance and Management, 32 focus areas were identified.</p> <p>We will discuss progress made since the 2019 assessment, where we stand today, and our strategies for the future.</p> <p>We plan to build on past accomplishments by continuing to execute on enterprise security gaps that focus on improving County-wide threat detection, incident response, asset management and identity governance.</p> <p>SAC Members will advise us on how IT, agencies and departments can collaborate better to improve the County's Information Security and Privacy posture.</p>
<p><b>PRE-MEETING MATERIALS</b></p>	<p>Available later in this document:</p> <p>Summary of Information Security and Privacy Active Directory Project. Active Directory is one of the most critical projects in the ISP strategy, and is currently underway.</p>
<p><b>SAC ACTION</b></p>	<p><b>Endorsement of:</b></p> <ul style="list-style-type: none"> <li>• <b>Proposed Strategy Approach and Commitment to Fulfill</b></li> <li>• <b>Prioritizing investments in Information Security and Privacy</b></li> </ul>



## 2024-27 STRATEGIC INFORMATION TECHNOLOGY PLAN

### OVERVIEW

We are preparing for development of the County's Strategic Information Technology Plan (SITP) for 2024-27. In Q3 2023, we will seek SAC endorsement of the proposed strategies so we can finalize the Plan and transmit to King County Council by year end 2023 - for their adoption.

In preparation for development of our next Strategic Information Technology Plan, King County can greatly benefit from early guidance and direction from SAC members.

As IT and government leaders who know and understand King County government, we highly value SAC advice on the most important IT strategic areas of focus for King County over the next five (5) years.

### AT THE MEETING

We will seek initial advice from SAC for the development of the new Strategic Information Technology Plan. Members can provide advice during the meeting or via an online form before or after the meeting.

SAC Members will offer their initial advice. As you consider your advice, please include your understanding of King County's current IT positioning and strategic progress. Even more importantly, consider the needs and expectations of the communities we serve over the next five years and what strategic IT area(s) of focus can have the most positive impact.

We will also ask for SAC volunteers to form an advisory SAC subcommittee to further develop SAC advice for the Plan. The estimated commitment is two 1-hour meetings before the March 2023 SAC meeting.

### PRE-MEETING MATERIALS

Available to SAC members:

- [Strategic Information Technology Plan 2020-2023](#)
- [Strategic Information Technology Plan 2022 Update](#)

### SAC ACTION

**Provide advice on Priorities for SITP 2024-27**

**Link to an online form for SAC input:**  
<https://forms.office.com/g/7REUETpVZM>

**Discussion and Q/A**



## FINAL COMMENTS - ROUNDTABLE

<b>OVERVIEW</b>	This 10-minute portion of the meeting is reserved for SAC members to share their thoughts about the meeting, meeting topics, and the upcoming March 2023 SAC meeting.
<b>AT THE MEETING</b>	You will have an opportunity to offer your comments about the: <ul style="list-style-type: none"><li>• Meeting</li><li>• Meeting topics</li><li>• Upcoming March 2023 meeting</li><li>• Good of the Order</li></ul>
<b>PRE-MEETING MATERIALS</b>	There are no pre-meeting materials for this topic.
<b>SAC ACTION</b>	<b><i>No action requested.</i></b>

## COUNTYWIDE DATA GOVERNANCE

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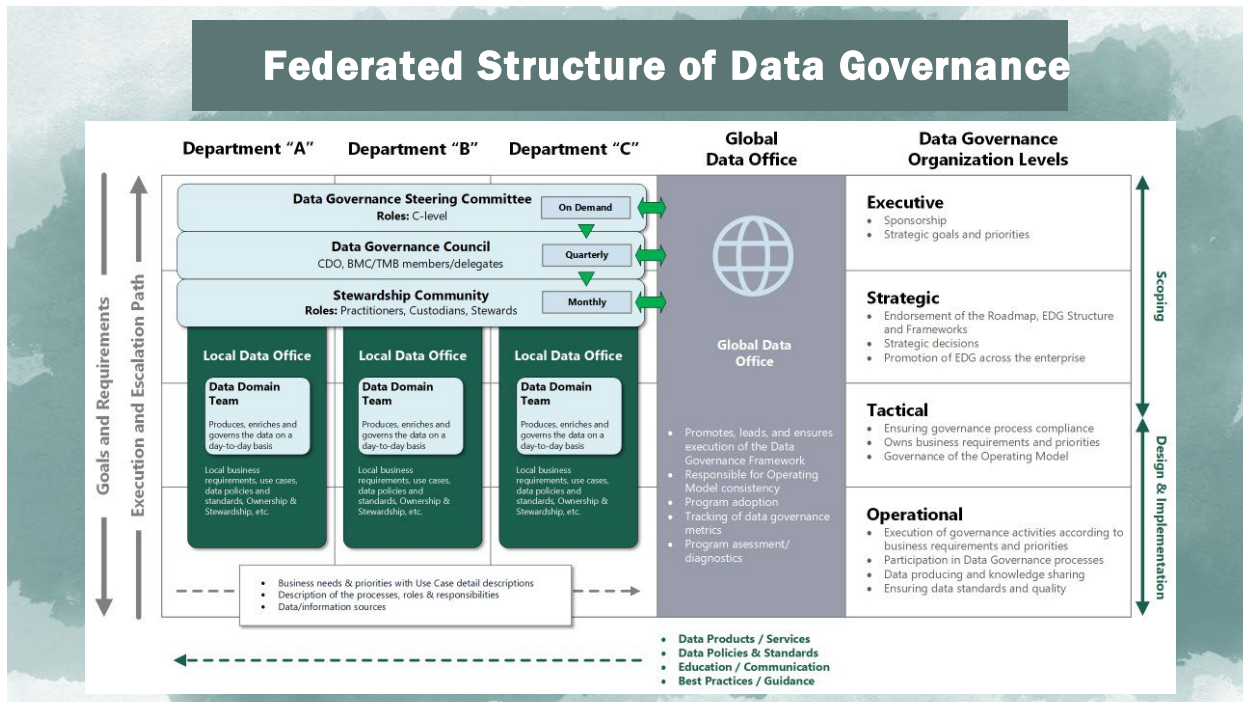
### Data Governance Guiding Principles

1. **Strategic:** Data is a strategic enterprise and public asset with value being driven by awareness of what data exists and how to interact with it.
2. **Equitable:** We center and include the voices, stories, expertise, and knowledge of communities in design, decision making and impact assessment.
3. **Transparent:** Decision-making processes will be open for viewing by stakeholders.
4. **Consistent:** All decisions, policies, and practices should be applied consistently. Data management practices are clearly defined, assigned, and managed.
5. **Accountable:** All stakeholders are accountable for their parts in supporting data governance and ensuring compliance with quality, privacy, and security.
6. **Collaborative:** Data governance and stewardship are a shared responsibility between business and IT.
7. **Continuous:** Data governance is a program and a business discipline, not a project, which needs ongoing investment, support, and exposure.
8. **Agile:** Data governance is nimble, and business driven. All processes are adaptable when appropriate.
9. **Measured:** We monitor and report on our performance against program goals and objectives.





## Data Governance Structure



## Chief Data Officer Role

- Establish and lead the County's Enterprise Data Governance Program.
- Engage with agencies, departments and stakeholders across the County to communicate the importance of open data, analytics, and internal data sharing for better services and decisionmaking.
- Support agencies and departments in their data governance maturity.
- Ensure best practices around ethics and equity are embedded at every stage of the data lifecycle from collection, storage, sharing, and use.

## Data Governance Equity and Justice

Data stewards, managers, and users in philanthropy, government, research, and beyond all have a duty to manage and use data responsibly, and we believe that responsibility includes incorporating equitable principles and practices throughout the data life cycle.

1. Seek and include communities' interests in design considerations.
2. Be aware of how sensitive topics can affect people and communities.
3. Minimize the amount of personally identifiable information (PII) collected.
4. Be conscientious about re-identification risk.
5. Avoid undue burden.
6. Incorporate informed consent whenever possible, even if not formally required.
7. Seek out and incorporate communities' interpretation of the data.
8. Be transparent about the limits of the data.
9. Account for how publication may reinforce inequities or close disparities.
10. Share data to reduce the burden of duplicate data collection.
11. Return data and research results to community members in a form they can use.
12. Empower individuals to order the destruction of their data.
13. Be transparent about what the plans are for the data after the projects conclude.



**King County**

Information Technology  
Governance

10/14/2022 SAC MEETING OVERVIEW

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## Countywide Data Governance Landscape Survey – May 2022

# Enterprise Data Governance

Landscape Analysis of King County Agencies & Departments  
May 2022

Conducted by the Enterprise Data Governance Core Working Group

## Sponsors:

Gary Kurihara, Chief Performance Officer

Michael Jacobson, Deputy Director of Performance, Strategy, and Budget

## Core Working Group Members:

Alastair Matheson, DPH

Carolina Johnson, DCHS

Chad Armstrong, Metro Transit

De'Sean Quinn, Metro Transit

Eva Wong, DPH

Jeff Scheeringa, DHR

Marina Sebright, DES

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Paul Alley, KCIT

Priti Mody-Pan, PSB - Lead

Ram Chandrasekaran, KCIT

Rita Popp, DES

Sandra Fujioka, DNRP

Stephen Heard, KCIT - Lead

Stephen Weidlich, DPD

Temujin Baker, KCIT

Will King, KCIT

# Enterprise Data Governance – Landscape Analysis

May 2022

## Contents

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## Survey Summary

The Enterprise Data Governance Core Working Group was formed in January 2021 to explore the specific business need and problems that formal data governance could improve in King County government. Data governance allows us to create value from data through disciplined data management and organization by enabling collaboration and compliant access to data. At the “enterprise level,” the vision is to enable data to be utilized as an asset for improved business decision-making, supporting the County’s True North to make King County a place where everyone can thrive.

Data governance is a countywide discipline that supports business outcomes. It puts the rules in place so data is not a potential liability, and users realize business value. Governance includes the principles, policy, processes, framework, metrics, and oversight to manage data as an asset. It is supported by county’s technologists but should be business owned and driven.

A recommendation of the Core Working Group was to explore the establishment of a federated model of data governance. In a federated model, data governance is largely left to localized data governance teams with higher order issues addressed at an enterprise layer, such as conflict resolution across data domains, organization-wide standards and policies, and sharing/adoption of best practices. To deepen its understanding of where data governance is practiced, the core working group designed this survey to map the landscape of existing data governance in our agencies, departments, divisions, and sections. Additionally, the survey helps the group understand how mature the practice is throughout government operations.

### *Key findings and recommendations*

Although the survey likely was not dispersed comprehensively throughout departments and agencies, these preliminary results are illuminating. The survey revealed insights and opportunities within units such as continued use of paper files, consistency of governance related terminology, and possible sharing of resources.

Key findings about the county’s data governance approach emerged:

- I. Large units with disparate functions and subject matters may not be as unified or centralized in a data governance structure.
  - In some cases, there is a high level of data governance variability across divisions within the same department.
  - Data teams may not function at a department level but at lower levels of the organizational hierarchy.
- II. The organization undertakes substantial data governance work that is not recognized and does not use a common language. Respondents are aware of data governance functions and activities but do not necessarily use the language of the data governance discipline or identify their activities as data governance work. Recognizing and naming this work as data governance is a critical to building a shared culture around this work.
- III. For units that primarily manage data as their line of business, the line between the internal data governance and management and external data support may be blurred. The internal organizational data may not be managed or governed with the same level of rigor or attention. Examples include KCIT and the Business Resource Center.

These findings validate strategic objectives established by the Core Working Group and leads. An enterprise layer of data governance could accomplish the following to position county data as an asset:

1. Set the countywide data policies for consistency across data domains.
2. Resolve issues around data ownership, access and usage, especially across data domains where governance is not currently under the same department leadership.
3. Inventory, organize, and curate all the county's data assets to support discovery and sharing of data.
4. Establish and intentionally practice consistent data governance throughout all county agencies and departments, including roles and responsibilities, to not "reinvent the wheel" at individual data team levels.
5. Programmatic on-going data management, stewardship, and education so that all staff connected to data has a clear, defined role in strengthening our data governance practice.

## About the Survey

The core working group administered the “landscape survey” to King County staff to leaders and staff with known awareness of data management within their units. The survey invitation asked that recipients forward the survey link to others within their departments and agencies who are the closest to fulfilling data governance functions of “owner,” “manager,” and “steward” in their respective units. The survey was open from May 23, 2022, to June 10, 2022. Because of the “snowball” approach to survey invitations, a response rate cannot be calculated.

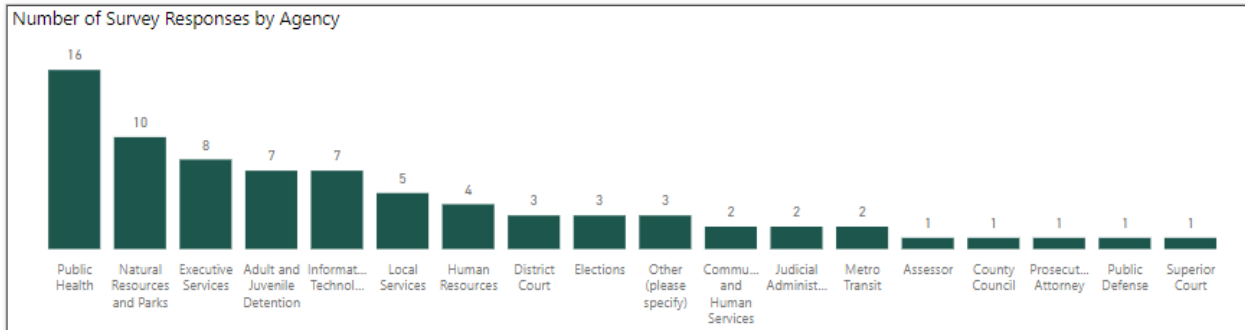
The survey received 77 responses across all branches of King County government. A breakdown of responses is below.

### Agencies:

- Auditor
- Elections
- County Council
- Prosecuting Attorney
- Superior Court

### Executive Branch departments:

- Community and Human Services
- Executive Services
- Human Resources
- Information Technology
- Metro Transit
- Public Health
- Sheriff’s Office





## Survey Results

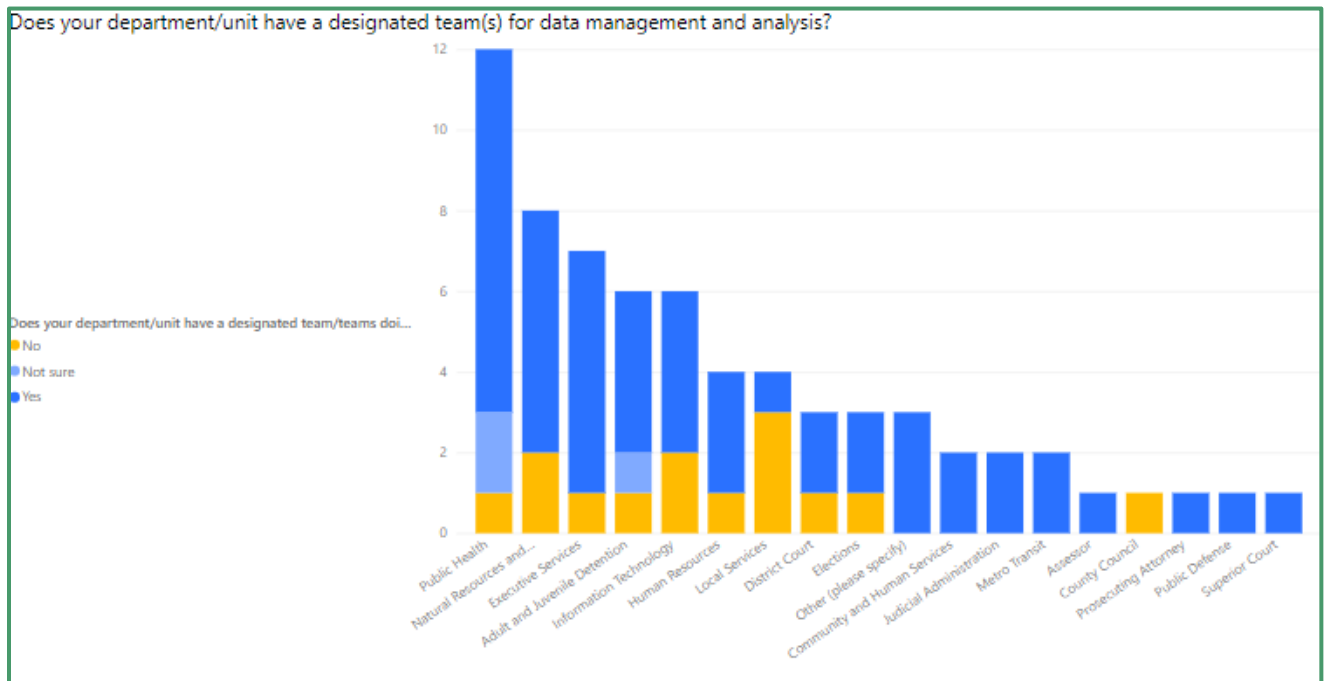
While many units had multiple respondents to this survey, these results compile the findings by department or agency to help understand variation within units as well as across units. A summary of survey highlights is provided below. For more detailed information, a PowerBI dashboard containing full survey results is located at this [URL](#).

### I. Formal data governance functions

A key question the data governance core team was focused on understanding was the number of formal data governance structures throughout the varying levels of King County government. While it is currently not possible to know how many data governance bodies exist, this question provided the group with greater context about the level of centralization or decentralization of governance within departments and/or agencies.

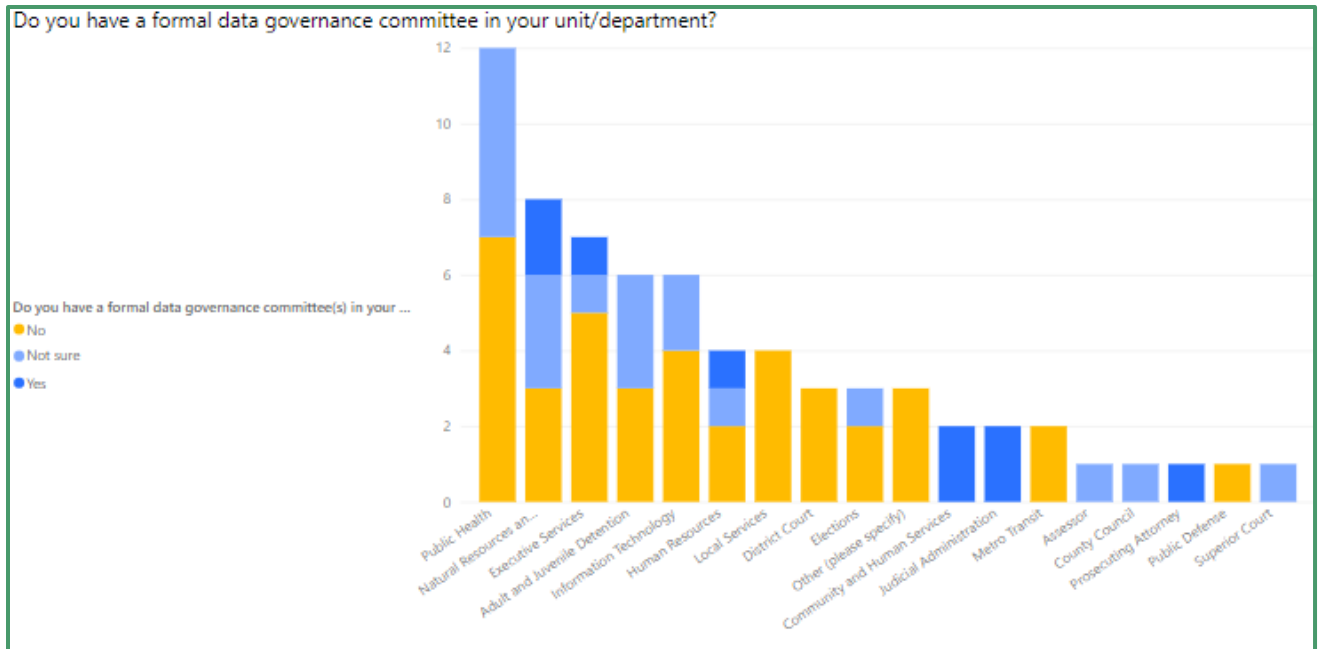
#### *Data management and analysis*

The figure below shows that many respondents across departments are aware of teams that support functions of *data management and analysis*, more technical aspects of data governance. Community and Human Service and Metro Transit are known for their intense utilization of data and robust data systems. Surprisingly, both departments had only two survey submissions. A follow up dialogue revealed that both departments have highly centralized and formalized data governance practices in place.



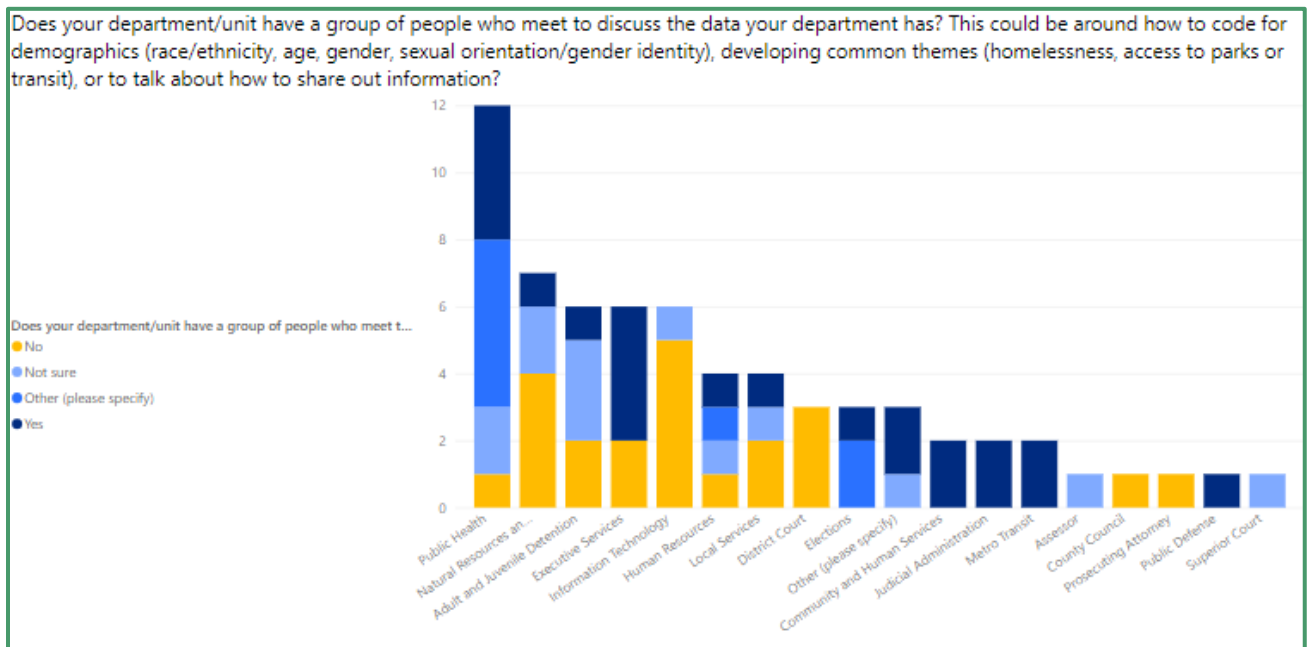
#### *Formal data governance*

By comparison, respondents reflect more uncertainty about the *practice of data governance* within their department or agency. They respond with more frequency that the formal practice does not exist or that they are not aware of it. Fifty-one percent of responses say “No” to the question about a formal data governance committee in the unit/department, 34% say “not sure,” 14% say “Yes.”



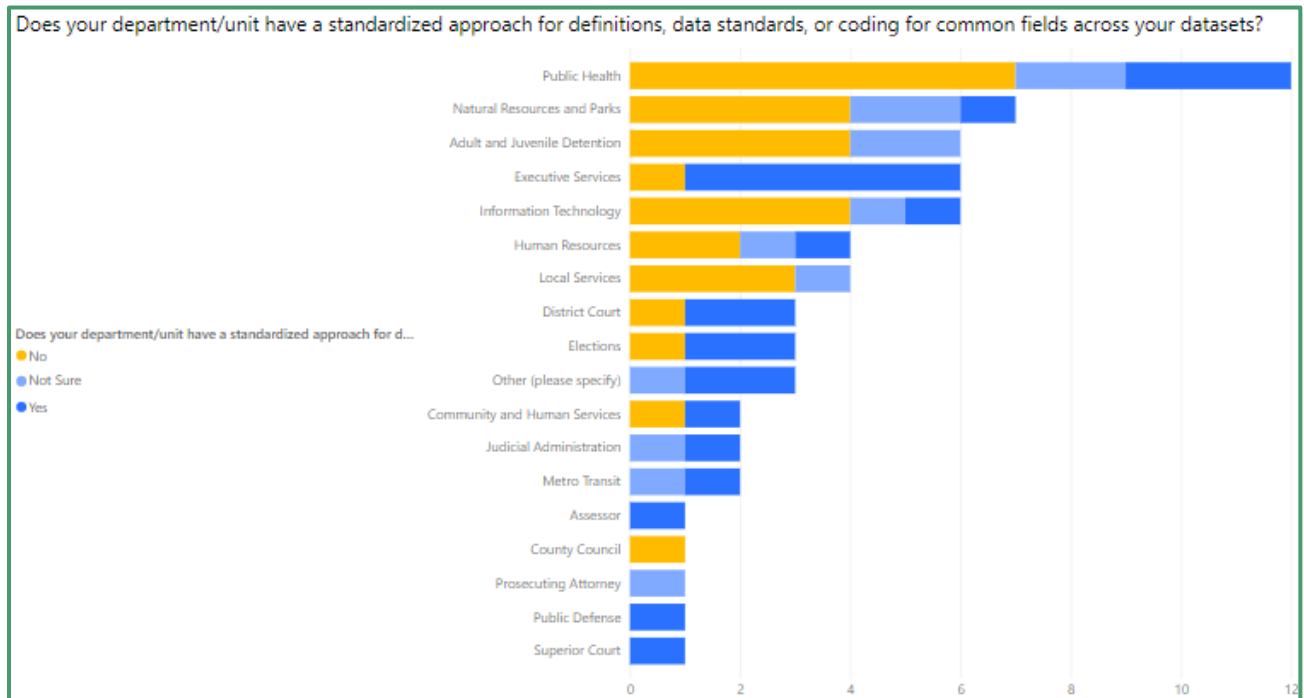
### Data classification and definition

An important function of data governance is to set common definitions and standards across data sets. For example, different programs and units may all collect client, customer, and employee information about race and ethnicity. Across data sets, the demographic field for “race” could represent different values or groupings for individual racial identities. Some programs and divisions may find value in being able to aggregate their client data into broader portfolios. Without some coordination, this opportunity can be limited. The variability of responses to the survey question, “Does your department have a group of people who meet to discuss the data your department has,” may reflect the lack of coordination within departments to do this alignment and standard definition setting which is a part of data governance practice.



## Standardized approaches

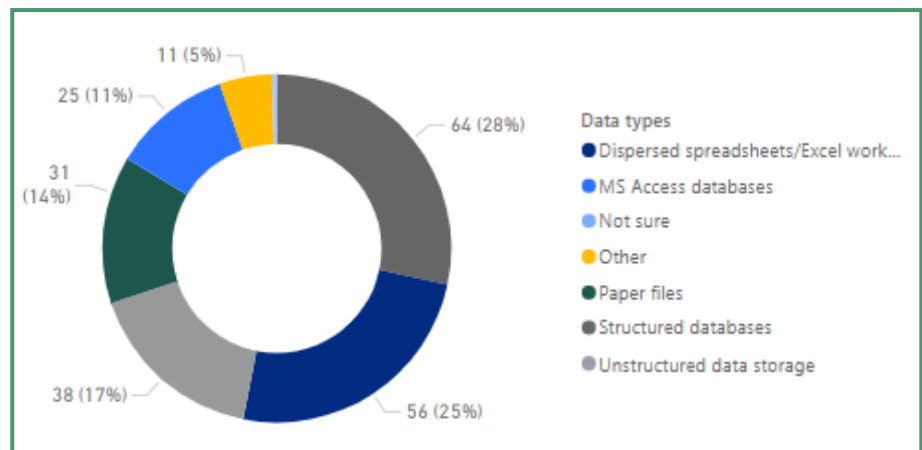
Similar to the question above, respondents express uncertainty or a lack of standardization across their departments in terms of common definitions and coding across data sets.



## II. Types of data

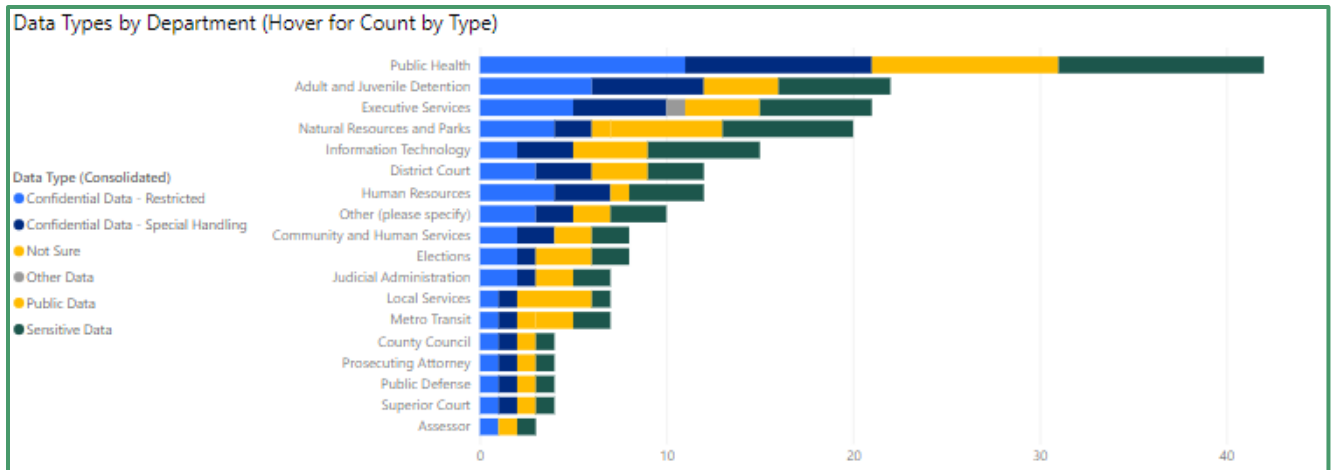
### Data formats

County departments and agencies maintain data in a variety of formats, ranging from unstructured (e.g., text files) to highly structured databases (e.g., BI Insights, T-BRD). All these data types can and should be governed to some degree.



### Protected Data

Respondents were asked to classify the types of protected data that they managed. As the detail below shows, each department and agency noted a range of protected data classifications. Examples of protected data include identifying information from employees, customers, and clients. Departments and agencies, in the absence of consistent access management policies and tools, are more likely to overly restrict access to protected and other managed data to ensure compliance and minimize risk. Strong data governance policies and tools can support the right balance of access and security.



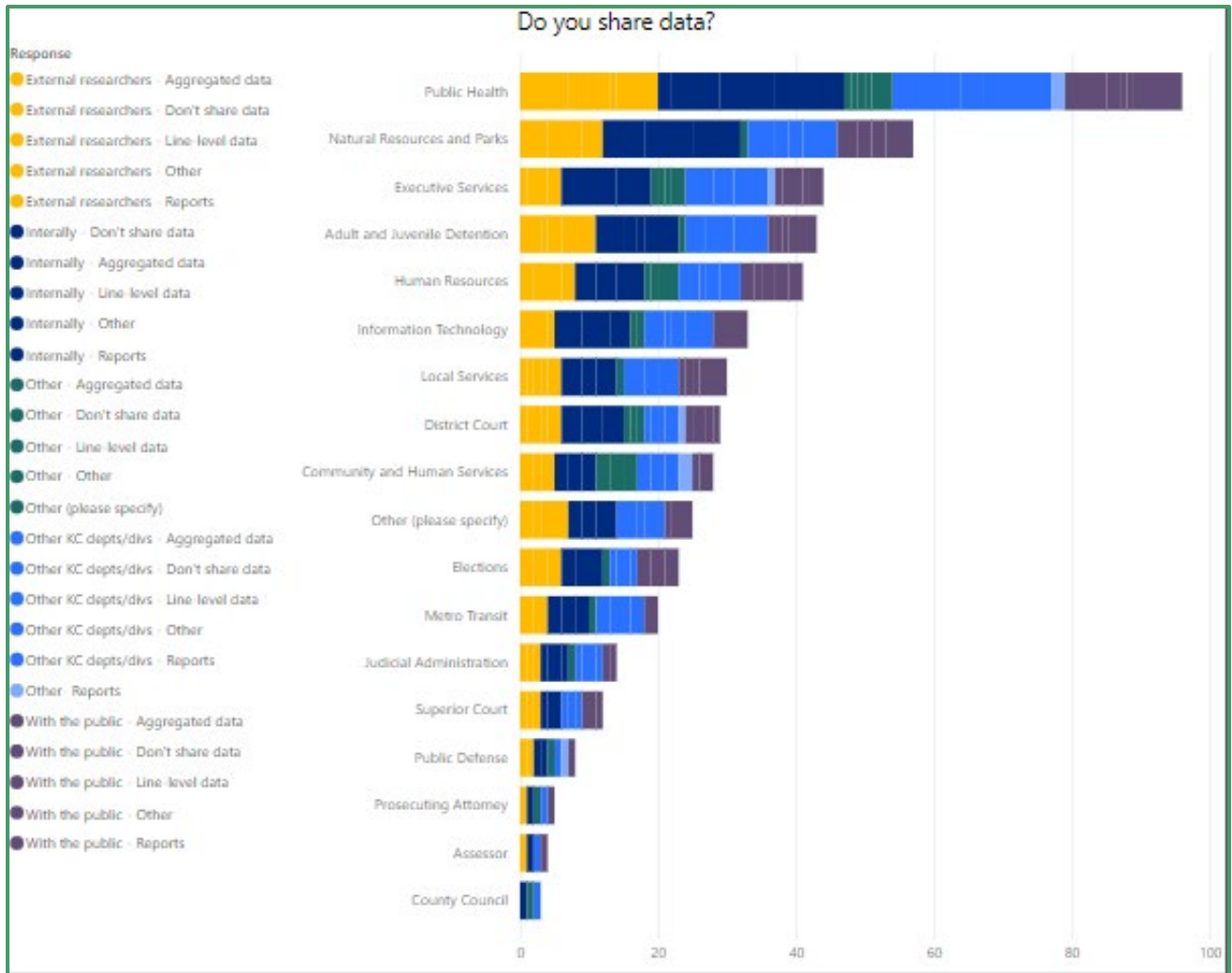
### III. Data sharing

#### *Formats*

A critical function of data governance, particularly at an enterprise level, is to establish clear standards for data sharing and access that may be stratified by different types of data consumers. This visual demonstrates that county departments and agencies share data in a variety of formats from reports/summary data and aggregated data to individual line-level data. Line-level data is the most detailed, allowing consumers to make independent analyses while aggregated data and reports are summaries that protect individual or case level details.

Access management is a critical function to data sharing and compliance. According to members in the Core Working Group, King County does not currently have a way to implement internal controls or processes at an enterprise level to manage, track, and audit access to King County data resources and assets in alignment with business, security, privacy, and regulatory requirements. Currently, access is managed ad hoc through manual or legacy siloed processes. Even in cases where data resources have clearly defined requirements for access management, the county lacks a consistent platform to enforce requirements, manage approvals, and automate audit or removal processes.

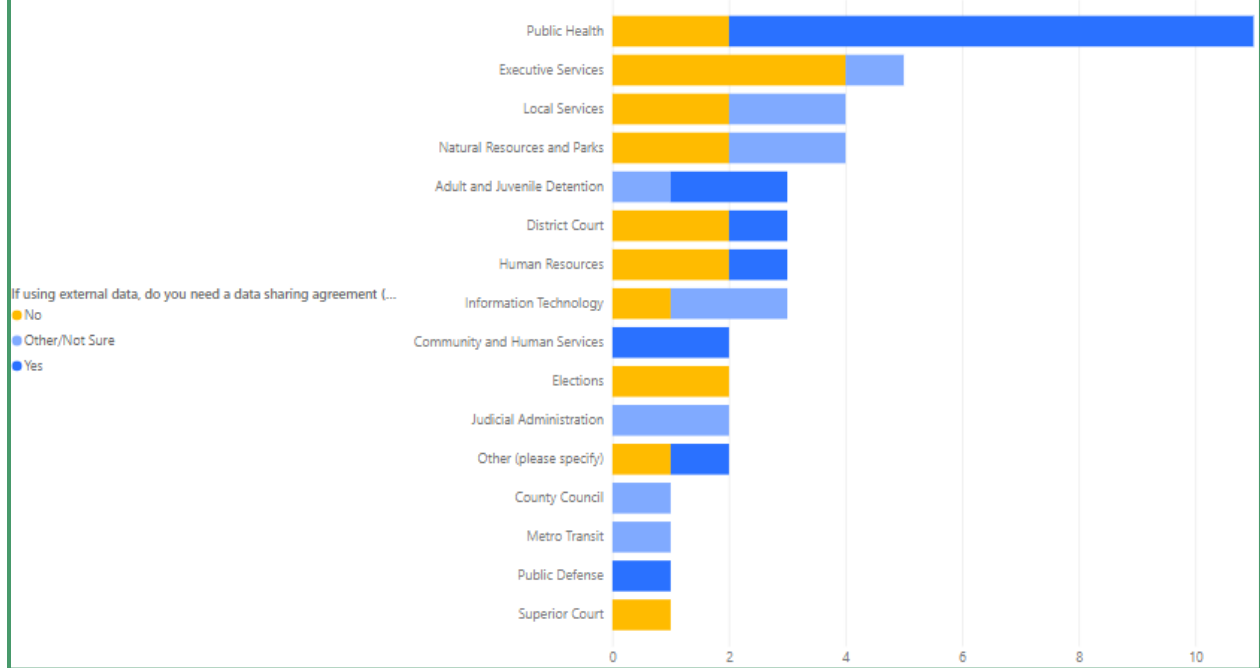
From the visual below, county departments and agencies do share data with many different groups including external researchers, other departments, the public, and within departments amongst themselves. The inconsistencies in access management hinder great data sharing within staff at King County; some units are reluctant to include their data assets in the enterprise data catalog for fear that it will create greater demand for their protected data while our internal controls are not robust.



### Data sharing agreements

Most departments and agencies also use external data to inform their programs and management decision making. Of the 48 respondents to this question, twenty-five percent of respondents indicated they were unsure whether this is required, 35% of respondents noted that they needed data sharing agreements while 40% indicated that they did not need such agreements.

If using external data, do you need a data sharing agreement (DSA) or memorandum of understanding (MOU)?



## Key Findings

- The survey likely was not dispersed comprehensively throughout departments and agencies although these preliminary results are illuminating.
- The very process of completing the survey prompted data governance conversations within units. Staff were able to glean insights and opportunities such as moving away from the use of paper files, consistency of governance related terminology, and possible sharing of resources.
- Large units with disparate functions and subject matters may not be as unified or centralized in a data governance structure. There appears to be a lot of data governance variability across divisions within the same department. Data teams may not function at a department level but at lower levels of the organizational hierarchy.
- The organization undertakes substantial data governance work that is not recognized and does not use a common language. Respondents are aware of data governance functions and activities but do not necessarily use the language of the data governance discipline or identify their activities as data governance work. Recognizing and naming this work as data governance is a critical to building a shared culture around this work.
- For units that primarily manage data as their line of business, the line between the internal data governance and management and external data support may be blurred. The internal organizational data may not be managed or governed with the same level of rigor or attention. Examples include KCIT and the Business Resource Center.

## Recommendations

These findings validate strategic objectives established by the Core Working Group and leads. An enterprise layer of data governance could accomplish the following to position county data as an asset:

1. Set the countywide data policies for consistency across data domains.
2. Resolve issues around data ownership, access and usage, especially across data domains where governance is not currently under the same department leadership.
3. Inventory, organize, and curate all the county's data assets to support discovery and sharing of data.
4. Establish and intentionally practice consistent data governance throughout all county agencies and departments, including roles and responsibilities, to not "reinvent the wheel" at individual data team levels.
5. Programmatic on-going data management, stewardship, and education so that all staff connected to data has a clear, defined role in strengthening our data governance practice.



## **INFORMATION SECURITY AND PRIVACY**

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Active Directory Consolidation is one of the most critical projects in the ISP strategy, and is currently underway.

Below is a brief summary of the project.



# SUMMARY

**After years of preparation, we are ready for Active Directory consolidation.**

Work began in 2012 to consolidate King County's many Active Directories (most were created using software developed in 1999).

In 2019, a series of security incidents and unfavorable audit findings led to a renewed sense of urgency. KCIT conducted stakeholder meetings with all Executive and Separate Elect agencies to collect feedback, with final recommendations approved by the countywide Technology Management Board and Business Management Council in March 2021.

We are now beginning the implementation phase.

# WHAT IS AN ACTIVE DIRECTORY?

An Active Directory (AD) is a database that contains critical information about our employees such as **who's allowed to do what**.

Active Directories make sure each person is who they claim to be (authentication) by checking their user ID and password and allowing them to access only the data they have permission to use (authorization).



# CYBERCRIME TRENDS

**Assaults on user identities are the hallmarks of modern, sophisticated cyber attacks.**

In recent years, we've seen several examples of how overly-complex Active Directory (AD) architectures create security gaps that let attackers in.

Once they've gained access to one AD forest, attackers can grant themselves unlimited administrator rights and move undetected into higher value IT assets, essentially disappearing into the background of normal network activity.



# THE PROBLEM

## **King County maintains 7 separate Active Directory “forests” and 19 different “domains”**

Each Active Directory (AD) system represents a possible “door” for attackers to enter our systems.

Only one King County AD forest – the enterprise AD – is protected by modern security features such as Multi-Factor Authentication (MFA) and other security controls. This represents a significant cybersecurity risk.

The Office of Risk Management has advised that continuing with this risky strategy will make it increasingly difficult for King County to keep or obtain cyber insurance in the future.

# OTHER PROBLEMS WITH MULTIPLE ACTIVE DIRECTORIES

## BAD USER EXPERIENCE

Some employees must maintain up to **5 different usernames & passwords** to log into systems used every day, resulting in a high number of user lockouts. Often employees will reuse passwords or use weak, easy to remember (and easy to hack) passwords.

KCIT receives more than 600 password reset requests each month, equal to approximately **200 staff hours per month**.

## COMPLEX SETUP

KCIT creates employee accounts for approximately 600 new or transferring employees each month.

Setting up employee accounts in multiple Active Directories is a complex process that takes approximately 30 minutes, or **300 staff hours per month**.

## REDUNDANCIES

Maintaining several AD systems is time-consuming and costly.

Redundant hardware and maintenance is required in multiple departments; approximately 8-10 hours of maintenance is necessarily per month for each domain, totaling approximately **170 staff hours per month**.

## INEFFICIENCIES

Complex AD systems delay new technology deployment; AD environments are not standardized, making it extremely challenging to “synch” any enterprise technology.

This results in a frustrating experience for IT and business employees. Automation, disaster recovery, compliance with security standards are much more difficult than is necessary.

# THE SOLUTION

**Consolidating into one enterprise-wide Active Directory.**

A consolidated Active Directory will be:

- More secure
- More efficient
- More user-friendly for employees

# CONSOLIDATING ACTIVE DIRECTORIES WILL...

## REDUCE RISKS

Reducing possible incursion points and implementing enterprise-wide security features such as MFA will make attacks significantly less likely.

Consolidation will improve King County's IT resiliency and ability to recover from disasters. Additionally, this will help us keep/obtain cyber insurance in the future.



# CONSOLIDATING ACTIVE DIRECTORIES WILL...

## MAXIMIZE EFFECIENCES

Consolidating our Active Directories will reduce redundant hardware and maintenance work, as well as employee account setup time.

**Countywide, the expected time savings will be at least 300 hours per month.**

Consolidation should dramatically reduce password reset requests and allow for significantly more automation, resulting in even more efficiencies.





# CONSOLIDATING ACTIVE DIRECTORIES WILL...

## CREATE A BETTER USER EXPERIENCE

Employees will enjoy the benefits of apps integrated with Single Sign On (SSO), eliminating the need for multiple usernames & passwords.



# COUNTYWIDE STEERING COMMITTEE

<b>Scott Barber</b>	Assistant Chief Information Security Officer	KCIT
<b>David Mendel</b>	Interim Chief Information Officer	KCIT
<b>Shannon Smith</b>	Chief of Staff	KCIT
<b>Stephen Heard</b>	Chief Technology Officer	KCIT
<b>Joseph Todd</b>	Deputy Chief Technology Officer	KCIT
<b>Lori Dickneite</b>	IT Enterprise Manager III	KCIT
<b>Harry Clark</b>	IT Enterprise Manager III	KCIT
<b>Keola Ohumukini</b>	IT Enterprise Manager II	KCIT
<b>Doug Henderson</b>	IT Enterprise Manager II	KCIT
<b>Katherine Osorio</b>	IT Enterprise Manager I	KCIT
<b>Lindsay Pryor</b>	Communications Manager	KCIT
<b>Kristi Korolak</b>	IT Services Delivery Manager	KCIT
<b>Velma Kelly</b>	IT Services Delivery Manager	KCIT
<b>Tim Morrow</b>	IT Services Delivery Manager	KCIT
<b>Judy Hairston</b>	IT Services Delivery Manager	KCIT
<b>Andy Hill</b>	IT Director	KCSC
<b>Enrique Kuttemplon</b>	IT Services Delivery Director	KCDC
<b>Lynda Kamrath</b>	IT Manager I	KCSO
<b>Nicole Franklin</b>	IT Director	PAO
<b>Tom LeClair</b>	IT Manager	PAO
<b>Luis Barrera Aguila</b>	IT Services Manager I	PAO
<b>Cecilia Florescu</b>	Technology Manager	KC Metro Transit

# TIMELINE

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Phase	Deliverables	Target Date
Professional Services Engagement	Identify key professional services partner to guide King County IT team with the large-scale AD consolidation effort	08/30/2022 (on target)
Discovery	King County team and professional services team will work together to identify all the AD Forests that will be in scope to be consolidated by this effort.	09/01/2022 -11/30/2022
Planning	Combined effort to create the 12 – 18 months implementation plan to complete the project successfully	11/1/2022 – 01/31/2023
Execution	AD Forest consolidation and retirement	02/01/2023 – 03/30/2024
Closing	Project close	04/01/2024 – 04/30/2024

# WHO'S PAYING FOR THIS?

The Active Directory Consolidation Project is fully funded. Ongoing enterprise AD maintenance is already included in your agency's standard rates.

Bottom line:

**Agency rates will NOT increase as a result of AD consolidation.**

Additionally, agencies will gain efficiencies by eliminating costly hardware used to host their Active Directories, and free up their IT staff to work on more valuable tasks.



# ACTIVE DIRECTORY (AD) CONSOLIDATION PROCESS



## HIRE EXPERTS

KCIT has identified a team of experts with significant experience in consolidating complex AD systems.

The vendor will guide the consolidation project, provide objective advice for achieving industry “best practices” and support data migration.



## GOVERNANCE

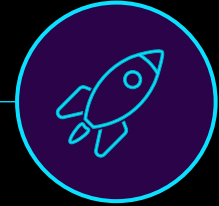
After the vendor provides specific recommendations for consolidating King County’s 7 AD forests and 19 domains, KCIT and agencies’ internal IT staff will come to a consensus on naming conventions, management, and other governance.



## CHANGE MANAGEMENT

KCIT will work with each agency to schedule an appropriate date and time that will be the least impactful to your teams’ operations.

KCIT will prepare messaging explaining how employees’ login experience will change after consolidation.



## LAUNCH

Consolidation will occur in waves, starting with Executive AD domains and Public Health.

AD consolidation is expected to conclude in winter 2024.

# ADDRESSING POSSIBLE BUSINESS CONCERNS

## **Will our agency lose “self service” management in our systems?**

No. Each agency’s IT staff will retain self-service capabilities.

## **How will this change to our staff workloads?**

KCIT will perform regular AD updates, monitoring, and health checks – reducing redundant work and freeing up your internal IT team for more valuable tasks. ***Conservatively, your staff will save 8-10 hours per month, per AD domain.***

## **Will consolidation disrupt our operations?**

We believe the risk is very low – we are hiring a team of experts with extensive experience. Your staff will closely collaborate with the project team regarding project tasks and scheduling, ensuring any disruptions are minimize

## **Will operations be impacted due to slow KCIT response time?**

KCIT’s 24-hour on-call support team will work quickly to resolve any service disruptions in conjunction with your internal IT staff.

## **Is the project is properly funded? Will costs increase?**

Thanks to other KCIT-funded projects coming in under budget, no additional funds are needed to complete this project. Your costs will not increase; enterprise AD maintenance is already part of your rates.

## **What steps has KCIT taken to include other agencies in this project?**

In Sept. 2019, KCIT conducted a series of stakeholder meetings with all agencies to collect feedback; final recommendations were approved by the TMB/BMC in March 2021.

# WHAT DOES THIS MEAN FOR YOU?

The AD Consolidation Project is already underway, starting with the Executive Branch and Public Health.

**Meanwhile, we would like to include your agency in our information gathering process and governance discussions.**

Going forward, the project team will closely collaborate with your team regarding project tasks and scheduling.

Once AD consolidation is complete:

- It will be much easier for your staff to log in with fewer passwords to remember (and fewer forgotten passwords).
- Your IT staff will retain self-service control over employee profiles, computers and servers.
- Redundant AD maintenance will be handled centrally by KCIT, freeing up your IT staff for more valuable tasks.
- King County will face less risk from cyber attacks.

# F REQUENTLY A SKED Q UESTIONS

## **Will agencies still add or modify their employees' permissions?**

Yes. Each agency's IT staff will retain "self-service" capabilities.

## **How will agencies add new computers or servers?**

Your agency will retain self-service control, or KCIT can help.

## **Who will be responsible for regular maintenance?**

KCIT will perform AD updates, monitoring, and health checks – reducing redundant work and freeing up your internal IT team for more valuable tasks.

## **If a network crashes, how will outages be managed?**

KCIT's 24-hour on-call support team will work quickly to resolve any service disruptions in conjunction with your internal IT staff.

## **How will insider threats be managed?**

Just like today, strict governance, delegated control and security audits will prevent/identify any unauthorized employee access into sensitive data.

## **Why not add MFA security to the other Active Directories?**

Adding MFA (and all the other modern security features) for each AD domain would be *extremely* costly for your agency, requiring months or years to implement. The result would be challenging for your employees to use and significantly increase the burden on your IT staff.