Seattle IT Department 2022-2023

Economic Development, Technology, and City Light Committee
March 8, 2023

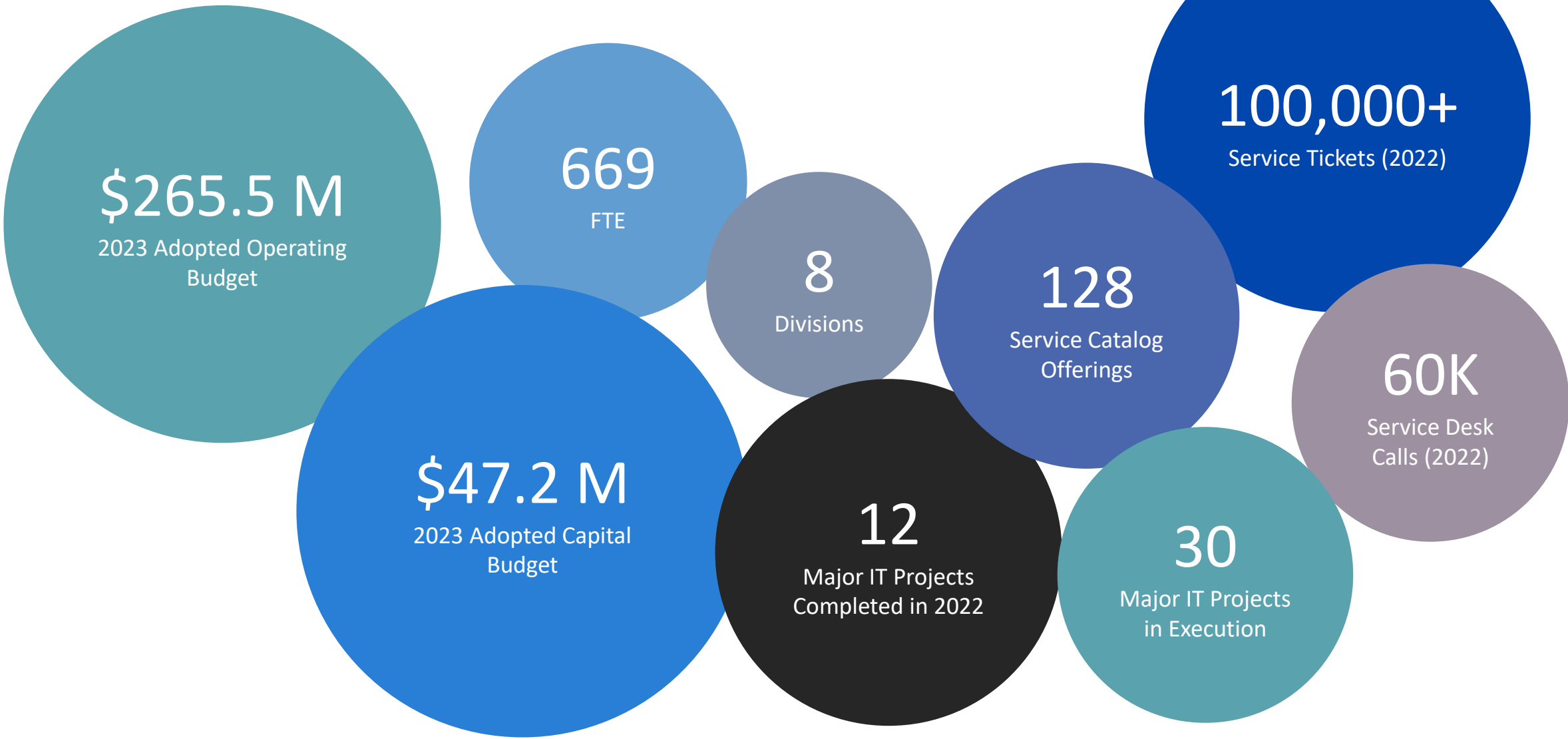**Seattle Information Technology**

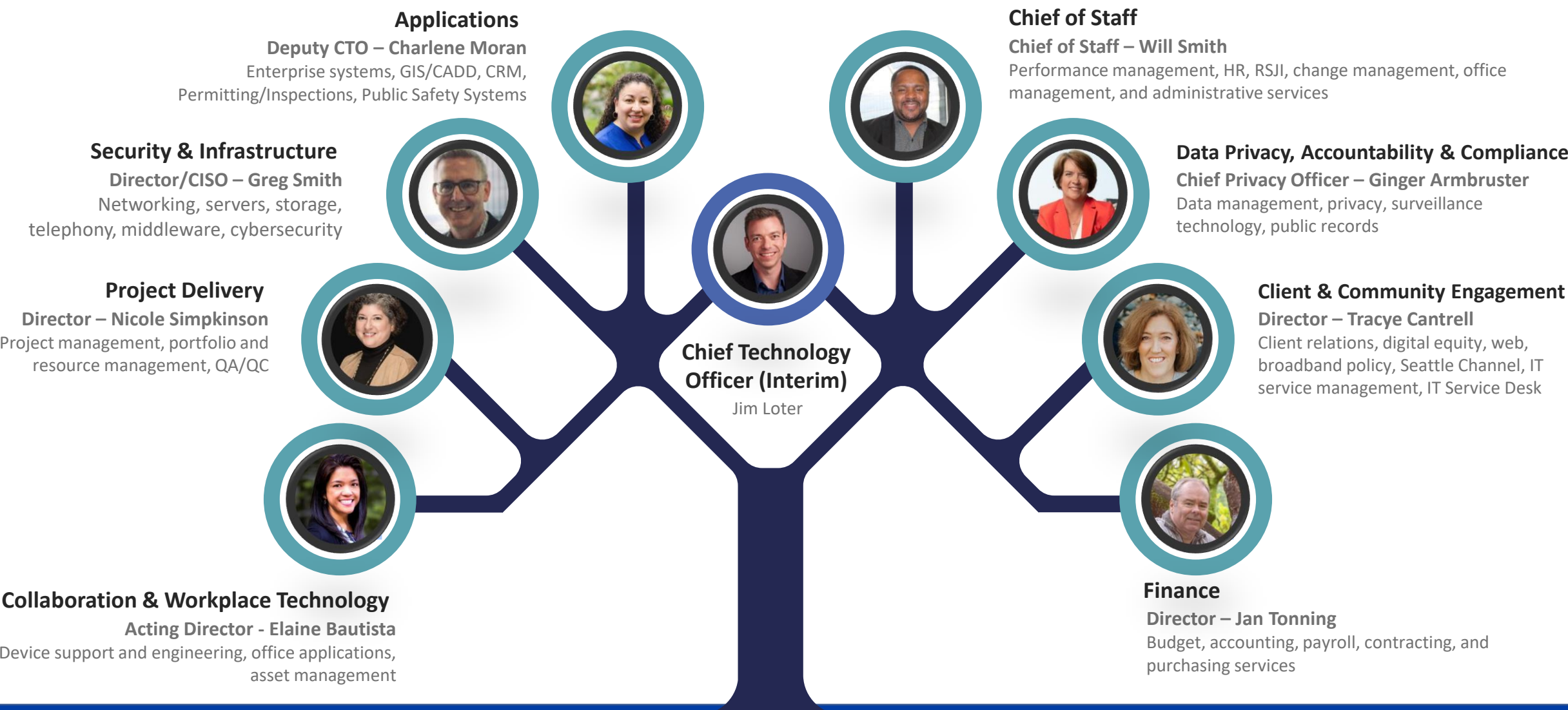**City of Seattle**

Seattle IT Overview

- Department formed in 2016
  - Department of Information Technology (DoIT) → Seattle IT
- Responsible for delivering full-stack IT services to all City Executive departments
  - Core network and other services for LEG and SMC
  - Procurement and acquisition of IT goods and services; contract management
  - IT standards, policies, and guidelines
  - Capital IT projects
  - Digital Equity research, grant, and outreach programs
  - Cable and broadband industry regulation and coordination
  - Seattle Channel government TV
  - Administration of the Surveillance Technology ordinance

Seattle Information Technology

City of Seattle

Seattle IT by the Numbers

$265.5 M
2023 Adopted Operating Budget

669
FTE

8
Divisions

128
Service Catalog Offerings

100,000+
Service Tickets (2022)

60K
Service Desk Calls (2022)

$47.2 M
2023 Adopted Capital Budget

12
Major IT Projects Completed in 2022

30
Major IT Projects in Execution

Seattle IT Organization

Applications

Deputy CTO – Charlene Moran
Enterprise systems, GIS/CADD, CRM, Permitting/Inspections, Public Safety Systems

Chief of Staff

Chief of Staff – Will Smith
Performance management, HR, RSJI, change management, office management, and administrative services

Security & Infrastructure

Director/CISO – Greg Smith
Networking, servers, storage, telephony, middleware, cybersecurity

Data Privacy, Accountability & Compliance

Chief Privacy Officer – Ginger Armbruster
Data management, privacy, surveillance technology, public records

Project Delivery

Director – Nicole Simpkinson
Project management, portfolio and resource management, QA/QC

Chief Technology Officer (Interim)
Jim Loter

Client & Community Engagement

Director – Tracye Cantrell
Client relations, digital equity, web, broadband policy, Seattle Channel, IT service management, IT Service Desk

Collaboration & Workplace Technology

Acting Director - Elaine Bautista
Device support and engineering, office applications, asset management

Finance

Director – Jan Tonning
Budget, accounting, payroll, contracting, and purchasing services

Seattle Information Technology

City of Seattle

Seattle IT Purpose and Priorities

Seattle IT is a trusted partner that provides secure, reliable, and compliant technologies enabling the City to deliver equitable and responsive services to the public.

People & Culture	We recruit, develop, support, and retain top talent, and strive to foster a culture of respect, collaboration, equity, safety, and employee satisfaction.
Security & Compliance	We reduce vulnerabilities, neutralize threats, protect City assets and data, and comply with relevant regulations and policies
Maintain Operational Integrity	We implement and support sustainable technology, and avoid creating technical debt
Deliver & Improve Services	We resolve issues and fulfill requests, and we increase the efficiency & performance of our services
Inform & Support the Public	We work to ensure City residents have equitable access to technology, City data, government processes, and civic programming
Develop & Enhance Business Solutions	We build and improve technology tools and capabilities for our clients

Major 2022 Accomplishments

- Established Cybersecurity Advisory & Risk Board (CARB)

- Implemented MFA and Password Self-Service

- Reduced Service Desk response times from 10:00 to under 2:00 mins

- Completed 11 major IT projects including Utility Assistance Portal and Citywide Contract Management

- Expanded Public Records retention and management to include text messages and full workforce training

- Implemented an Employee Engagement program focusing on wellness, safety, and opportunities to thrive

Major 2022 Accomplishments

- Granted $590K for Digital Equity grant program; helped connect 20K+ residents to low-cost internet

- Completed migration of employee files to Microsoft OneDrive

- New data applications: One Seattle Day of Service; Homelessness Encampment Support Tools; Rapid Damage Assessment; Seattle Rescue Plan Transparency Portal; Seattle Climate Dashboard

- Major upgrades of EPIC (Accela), Autodesk, Content Management (Ingeniux), Find It Fix It, Wi-Fi

- Seattle Channel completed 446 Civic, Cultural, and Community, and Government meetings

Seattle Information Technology

City of Seattle

2022 Recognition

- City of Seattle named a Digital Inclusion Trailblazer by the National Digital Inclusion Alliance (NDIA) for the 6th time

- Seattle IT won the Electronic Product Environmental Assessment Tool (EPEAT) award

- 2022 Granicus Digital Government Website of the Year Finalist

- 2022 Government Experience Awards: Overall Experience Finalist

- Seattle Channel: 2 Emmy Awards, 10 nominations; 25 Government Programming Awards

Seattle Information Technology

City of Seattle

People & Culture

We recruit, develop, support, and retain top talent, and strive to foster a culture of respect, collaboration, equity, safety, and employee satisfaction

- **Employee Engagement** – Improve psychological safety and reduce stress and conflict

- **Professional Development** – Increase skills and promote a culture of continuous learning

- **Workforce Equity** – Eliminate racial and gender-based bias and promote inclusion

- **Management Development** – Ensure a high-functioning management and leadership team that nurtures and challenges employees to excel

- **Recruitment and Retention** – Modernize job classifications and compensation levels, promote flexibility

Security and Compliance

We reduce vulnerabilities, neutralize threats, protect City assets and data, and comply with relevant regulations and policies

- **Strengthen the Perimeter** – Web Application Firewall, firewall upgrades

- **Lockdown Access Points** – Network port and endpoint security, VPN, MFA

- **Protect the Data** – Data Loss Prevention (phase 1), data governance and classification

- **Secure the Applications** – Segmentation, hybrid-cloud security/encryption

- **Reduce Critical Vulnerabilities** – Server patching, address compliance risks in applications

- **Enforce Least Privilege Principles** – Improved access policies, Privileged Account Management

- **Raise Employee Awareness** – Phishing campaigns, employee training, improved communications

- **Gain the Public's Trust** – Privacy, surveillance tech, Open Data, public records, SSL by default on Seattle.gov

City of Seattle

Maintain Operational Integrity

We implement and support sustainable technology, and avoid creating technical debt

- **Servers and Databases** – Eliminate legacy/EOL OS's and DBMS's

- **Storage and Backup** – Storage system upgrades, encrypted backups

- **Applications** – Favor development on enterprise platforms over one-off applications, lifecycle development, SharePoint Modernization

- **Endpoints** – Standardize mobile devices, reduce custom images, accelerate lifecycle replacement (ZTI), virtualize for special cases, Windows 11

- **Inventory and Asset Management** – Improve accounting and complete asset identification and mapping

- **Policies/Procedures** – Develop and document SOP's where necessary

Deliver and Improve Services

We resolve issues and fulfill requests, and we increase the efficiency & performance of our services

- **Operational performance** – Measure and improve performance of top 10 end-user services

- **Service Desk** – Maintain full staffing levels, expand adoption of self-service password reset, expand use of automation, Tier 2 → Tier 1

- **Incident Response** – Mature Major Incident Management response and communication, mature Problem Management process, improve feedback between support and engineering to minimize common incidents

- **Request Fulfillment** – Streamline workflows, expand use of automation for account management, improve non-standard order review and processing

Inform and Support the Public

We work to ensure City residents have equitable access to technology, City data, government processes, and civic programming

- **Open Data** – Move from "open by preference" to "open by default," expand number of datasets available, partner with civic organizations

- **Seattle.gov** – Continue shift to service-oriented schema, reduced Accessibility Report, expand language services

- **Public engagement** – Track public and community engagement opportunities and instances, curate/support suite of engagement platforms

- **Expand Internet for All program** – Connect more households to ACP, expand TMF grant recipients, conduct Access/Adoption study

- **Increase competition in internet service** – Create opportunities and conditions for multiple service providers to deliver internet service in Seattle, increase availability of low-cost service options to low-income residents

Develop & Enhance Business Solutions

We build and improve technology tools and capabilities for our clients

- **Project Delivery** – Improve on-time/on-budget rates of project completion, expand PM/BA/QA competencies through CoE program, develop more sustainable funding model for projects

- **Application Backlogs** – More agile and effective prioritization, realistic tactical planning, shift to platforms over applications

- **Application Governance** – Formalize shared governance, leverage Enterprise Business Oversight to resolve issues and enforce strategy

- **Strategic Sourcing** – Streamline procurement, improve enforcement of City regulations and policies in SaaS contracts

Seattle IT 2023 Spotlights

Inform & Support the Public – Digital Equity

Deliver & Improve Services – IT Service Desk

Security & Compliance – Cybersecurity Projects

03-08-2023

Seattle Information Technology

City of Seattle

Digital Equity Priorities for 2023

- **Internet for All Seattle (IFA)**: Continue to close the digital divide by connecting residents to low-cost internet service, devices, and training opportunities; provide funding, connectivity, and guidance to mission-aligned community-based organizations. Track and update progress on IFA Dashboard.

- **Affordable Connectivity Program**:
  - The Digital Equity program applied for a $650,000 ACP Outreach grant to partner with Seattle Housing Authority and community-based organizations to conduct outreach and ACP enrollment clinics.
  - If grant is not funded, we will still work with our partners to increase ACP enrollment, with a target of 15% increase in number of eligible households enrolled.

- **Digital Equity Grants**: Grant Technology Matching Fund and Digital Navigator Cohort awards totaling $455K to 18 community-based organizations

- **2023 Technology Access & Adoption Study**: conduct and publish study to provide quantitative and qualitative data on progress made in closing digital equity gaps, barriers to access and use, and opportunities for strategic investments.
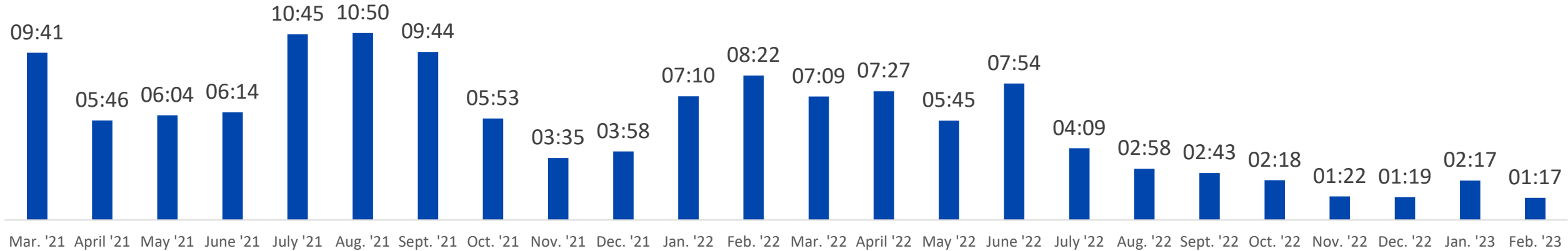
Deliver & Improve Services

We resolve issues and fulfill requests, and we increase the efficiency & performance of our services.

Tracye Cantrell

Client and Community Engagement Director

Seattle Information Technology

City of Seattle

Service Desk – Continue Positive Benchmarks

Average Call Wait Times Last 24 months

Mar. '21: 09:41
April '21: 05:46
May '21: 06:04
June '21: 06:14
July '21: 10:45
Aug. '21: 10:50
Sept. '21: 09:44
Oct. '21: 05:53
Nov. '21: 03:35
Dec. '21: 03:58
Jan. '22: 07:10
Feb. '22: 08:22
Mar. '22: 07:09
April '22: 07:27
May '22: 05:45
June '22: 07:54
July '22: 04:09
Aug. '22: 02:58
Sept. '22: 02:43
Oct. '22: 02:18
Nov. '22: 01:22
Dec. '22: 01:19
Jan. '23: 02:17
Feb. '23: 01:17

Takeaways

- Average call wait times hitting record lows
- Service Desk solves problems, resolves issues, and helps City employees (no matter where they are) perform work that delivers City services to the public.
- Monthly average of ~5,000 calls
- Almost ~96% of all calls were answered under 5 minutes

250 calls/day

96% <5 mins.

Security & Compliance

We reduce vulnerabilities, neutralize threats, protect City assets and data, and comply with relevant regulations and policies.

Greg Smith

Chief Information Security Officer / Director, Security & Infrastructure

Seattle Information Technology

City of Seattle

Cybersecurity Priorities for 2023

- Implement new tools, update aging technology and implement practices to ensure security and reliability for our departments and public

- Implement Data Loss Prevention (DLP) Phase 2, Privileged Account Management (PAM), and Zero Trust Application Segmentation

- Continue anti-phishing, privacy, public records, and security education campaigns for employees

- Strive for 100% completion of employee security/privacy training, reduce employee phishing response rates to below industry averages, and experience zero major security incidents

Compliance Priorities for 2023

- Citywide Public Records and Data Retention Training

- Departmental leadership engagement about public records requirements

- PCI Annual Audit and Employee Training

- Privacy and Security Annual Training

- Surveillance Ordinance process updates; close out reviews

- Automate Open Data content updates and refresh Citywide policy and directive

Questions