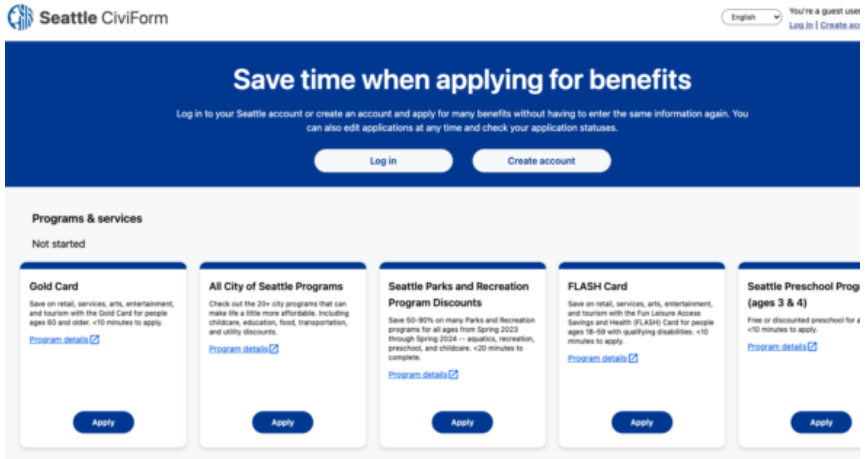
Seattle IT Department 2026 Overview & Work Plan

Governance & Utilities Committee

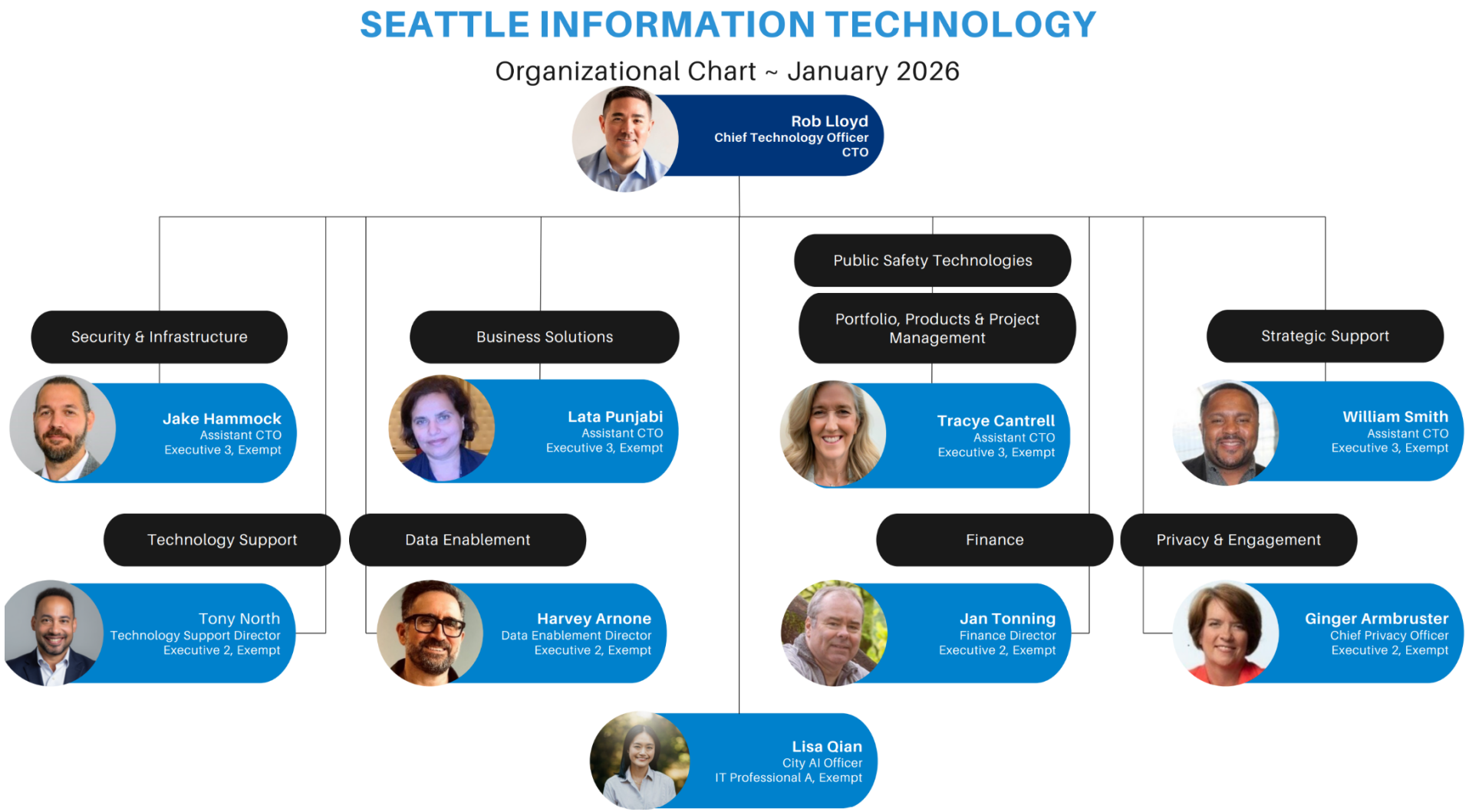
March 12, 2026

Seattle IT’s Mission

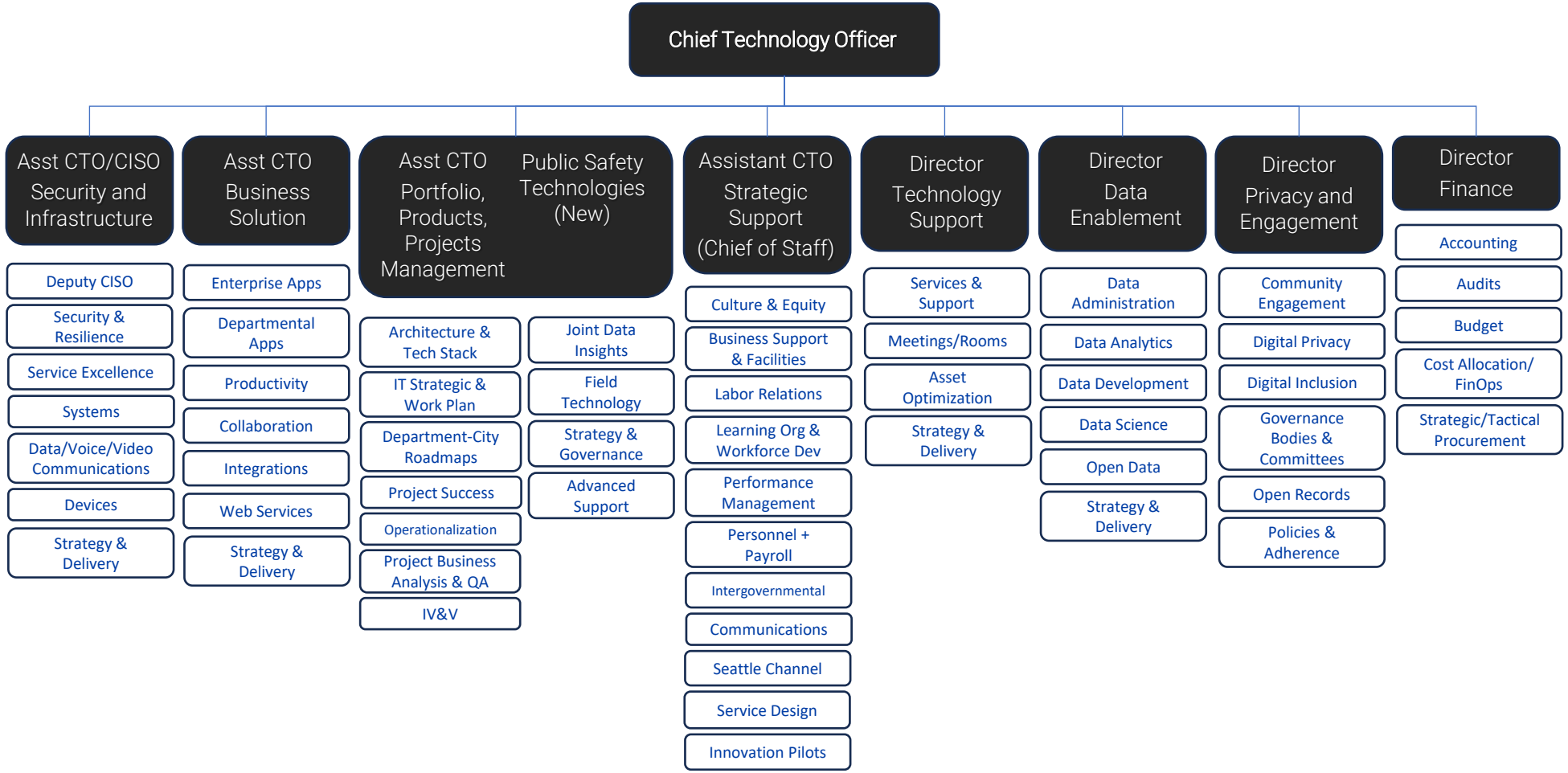
- **“Seattle IT puts powerful information and tools in the hands of people to unleash brilliance in service to our community.”**
- Our new mission focuses on using technology and innovation to address Seattle’s most pressing challenges and priorities: affordability, public safety, housing and homelessness, wellness of our residents, and economic opportunity for our residents.



Seattle IT Organizational Chart



Seattle IT Organizational Blueprint



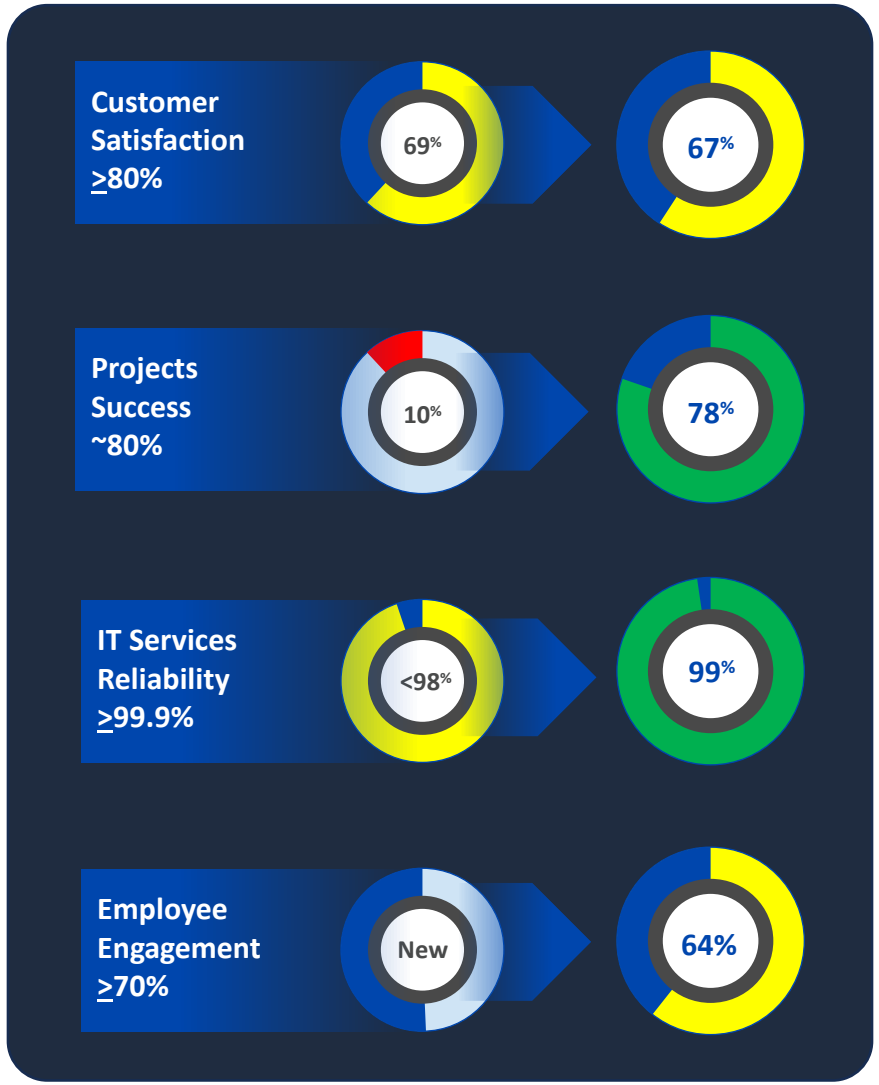
Seattle IT by the Numbers

$286 M	$20 M	627
2026 Operating Budget	2026 Capital Budget	Full-Time Positions

53 / $181 M	115,000+	46,000+	153
Major IT Projects in Progress	Service Tickets	Service Desk Calls	IT Service Offerings

Technology Service Metrics 2024 → 2025

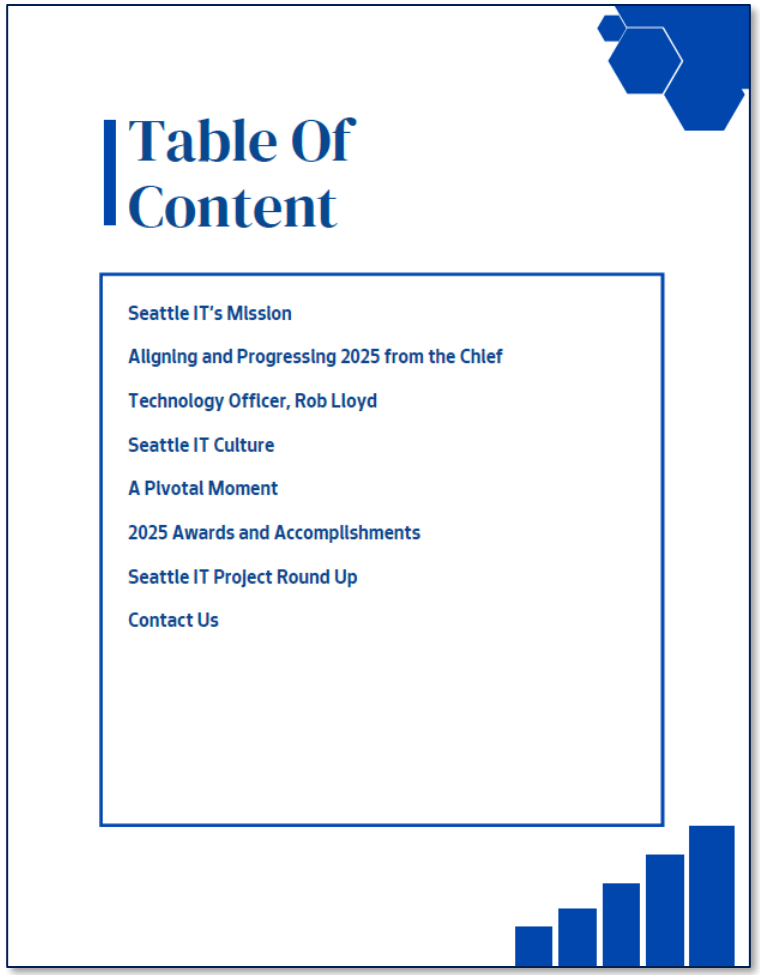
- **Outcomes/Impact**: Equity | Customer Satisfaction | Cybersecurity | Community Service Delivery
- **Efficiency**: AI Automation | Savings
- **Customer satisfaction rates** held steady despite reductions (-$21M ops budget and -61 staff in FY25)
- **Project success** jumped from around 10% to over 70%. Completed the turnaround of $130+ M in major projects that had previously been marked as in-jeopardy/failing.
- **Priority 1 incidents** (the worst kind, the ones that stop work) dropped by 47%.



2025 Recognition

- **Digital Cities Award**: Seattle IT earned 4th place honors in the 25th Annual Digital Cities Survey for cities with populations over 500,000. Two straight years in top-4.
- **CiviForm**: Seattle's CiviForm platform named one of Time Magazine's Best Inventions of 2025.
- **Seattle Channel**: Won the Overall Excellence Award at the 62nd Annual Northwest Regional Emmy Awards.
- **Digital Equity Leader**: The City of Seattle was recognized as a 2025 Visionary Digital Inclusion Trailblazer by the National Digital Inclusion Alliance

Seattle IT Annual Report 2025



The 2025 Annual Report is available on the Seattle IT Tech Talk blog website and main website:

https://seattle.gov/documents/Departments/Tech/Annual%20Reports/2025%20Seattle%20IT%20Annual%20Report.pdf

Seattle IT 2026 Work Plan

March 12, 2026

Seattle Information Technology

City of Seattle

Seattle IT Strategic Plan & Work Plan

City Roadmap

IT Strategic Plan

Annual IT Workplan

Employee Goals

IT Strategic Plan

Seattle IT Enables the City's Vision and Initiatives — 2026

City Priorities ← Achieved Through → City Initiatives

City Priorities

- Affordability
- Safe Communities
- Response to Homelessness
- Shared Prosperity
- Sustainable Transportation & Environmental Justice
- Inclusive & Accountable Governance

City Initiatives

- Levy and Programs for Children, Youth, Families
- KC Clinic, Health Access
- Public Safety Investments & CARE Team
- Police Hiring and Fire Expansion
- Community Safety Infrastructure, Sites, & Programs
- Crime Prevention & Youth Programs
- Homeless Action Plan, Community Solutions Initiative, and Shelter Expansions
- Permitting Accountability and Customer Trust (PACT)
- Seattle Shield, Community Support, Business and Rental Assistance Programs
- Emergency and Community Programs for Response, Outreach, Naturalization, and Food
- Accessibility and Events
- Infrastructure and Clean Energy

Support

IT Initiatives ← Achieved Through → IT Pillars

IT Initiatives

- Cybersecurity Readiness/Response and Resilience
- Business Process Automation
- Payroll, Fiscal, Safety, Law, and Housing Systems
- Equity Access and Responsible Solutions
- High-Satisfaction Operations and Technologies
- Advanced Utilities Infrastructure
- Data Enablement and Platforms
- City AI Plan to Success
- Collaboration & Productivity Platforms, Standards, Contract
- AI Ecosystem + Intelligent Intranet for Workforce
- City Accessibility 2026
- Portfolio-Product-Project Execution Refresh
- Next-Generation IT Infrastructure
- Strategic Modernization and Cost Optimizations
- Advanced Cyber, Integrations, Data Enablement
- Future of Plans and Policy Refreshes
- Training, Upskilling, Services-Skills Matrices
- Intentional Culture with Equity Benchmarks
- Learning, Growth, and Mentoring
- Powerful Connection to Mission
- Completion of Talent Modernization
- AI Partnerships w/ Universities, Incubators, Accelerators

IT Pillars

- Responsive and Secure Services
- Innovation and Equity
- Excellence at the Essentials
- Powered by People
- Masterful Partnership

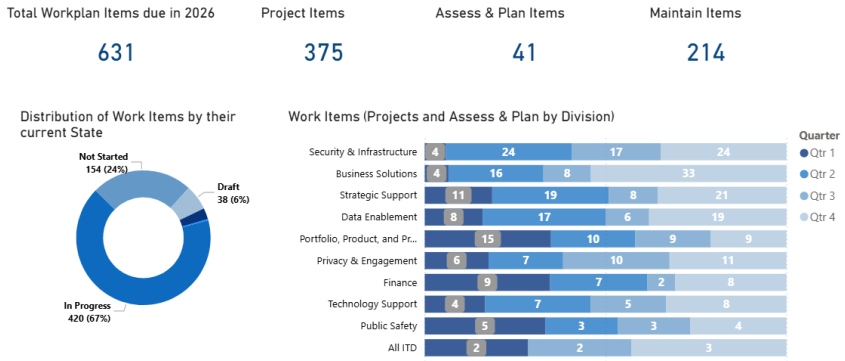
City of Seattle – IT Roadmap | FY 2026 (initiatives adopted in most recent budget process) (this format is for illustrative purposes)

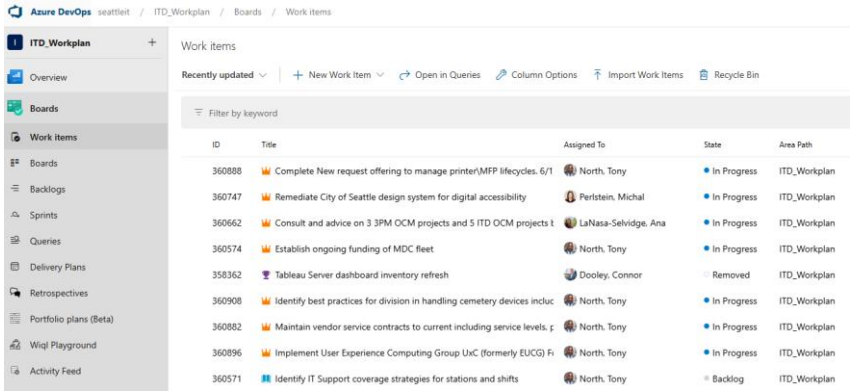
Mayor's Priority	Initiative								Strategy			Policy	
Affordability	Affordable Housing	FEPP Levy for Children, Youth, and Families	Seattle KC Clinic						Comprehensive Plan				
Safe Communities	Pub Safety Sales Tax	CARE Team Expansion + Stable Funding	Police Hiring	Organized Theft	Neighborhood Place-Based Safety	Neighborhood Renewal Initiatives	DAT Cleaning Sites	Parks Safety	Seattle Centric Policing Plan			Surveillance Ordinance	
	Entertainment Safety	911 Calltaker Expansion	SFD Class and OD Unit Expansions	Added Diversion Program Capacity	Treatment Options Expansion	Realtime Crime Center	Vision Zero Traffic Safety	Youth Connection and Wellness					
Response to Homelessness	Permitting Acceleration (PACT)	Community Solutions Initiative	Non-congregate Shelter Expansion						Homelessness Action Plan				
Shared Prosperity	Seattle Shield	Small Business Support	Food Deserts	Rental Assistance	Rapid Response and Outreach Services	Immigrant Community Response/ Support	Workforce Development and Language Serivces	Naturalization Services					
	Food Assistance/ Fresh Bucks	Emergency Rental Assistance	Shelter and Housing Vouchers										
Inclusive, Accountable Governance / Major Initiatives	FIFA 2026	Customer Trust (PACT)	Digital Accessibility	Advanced Meter Reading	Power Generation Direction	Arts & Culture							

Technology Pillar	Initiative								Strategy			Policy	
Responsive and Secure Services	B&O Tax Implementation	Public Safety Systems	Public Safety Support	CARE + SFD Tech and Services	Housing System Implementation	CCMS Law System Phase 2	PACT CRM	MDCs per Officer	Digital Equity and Inclusion Plan	Updated Systems Infrastructure Plan		Updated Info Systems and Security Policy	Updated Incident Response Plan w/ Key Departments
	FIFA Security	CiviForm Support Model + Additions	Real-Time Crime Center Expansion	Modernize Cyber Incident Response Model	Phase 2 Zero Trust Environment	Full DLP Implementaiton	Mobile Device + Message Management		Enterprise Architecture Adoption			Platform Governance	Update Compliance Review
Innovation and Equity	Justice Data Matrix	Innovative Communications Procurement	Support Neighborhood Safety IT	SAIL Analytics and Performance Dashboards	Language and Outreach Solutions	Data Enablement Maturity Continuum	Agentic Intranet + Collaboration	UW-City AI Solutions Environment + IGA	One Seattle Data Strategy	2025-2026 AI Plan	Hybrid Cloud Architecture + Resilience		
	Cable Franchise Renewals	VSOC/VNOC Implementation							Modern IT Cost Allocation and Funding	VSOC/VNOC Strategy		Innovation Demonstration + Procurement	
Excellence at the Essentials	Advanced Cybersecurity Procurement	Scale-ready Integrations	Workday Operations and Audit	Applications Portfolio Rationalization	DOJ Accessibility IDT Project, Tools, Support	Increasing Products-Project Management Success	Future of Voice/Collab Architecture and Technical Path	Digital Workforce and Public (Tools and Devices)	IT Strategic Plan	Future of Seattle Channel Strategy and Plan	Future of Voice and Collaboration	City Technology Management Policy	
	Modernized Fiber Program Management	Platform and System All Current	Utilities Direction & Investments	ResourceX Fiscal Management to Outcomes	Service Excellence Monitoring and Alerting								
Powered by People	IT Design Our Future/ Growth Culture	Intern and Fellowship Program	Employee Engagement Program	Training and Upskilling (AI, Service Design, Data Analytics)	Digital Equity and Engagement				RSJ Equity Plan	Digital Equity and Engagement Strategy			

Seattle IT 2026 Work Plan Dashboard

- Dashboard accesses by all ITD team members to reference and coordinate from.
- See: Current Status of Work Plan, items, and people assigned.
- Directly ties to Executive Team Scrums for execution, support, and as priorities emerge or change from Mayor and Council.
- Publish general updated quarterly for departmental awareness.
- Keys:
  - Connects each IT team member to City's priorities + Department direction
  - Mayor, Council, and Departments see Work Plan matches Budget and approvals
  - Transparent roadmap of the IT's efforts for ~18 months and how it tracks to strategic IT needs
- Dashboard Layout:
  - Workplan Overview: high-level visuals and metrics
  - 2026 ITD Work Plan: tabular view of all Work Plan items



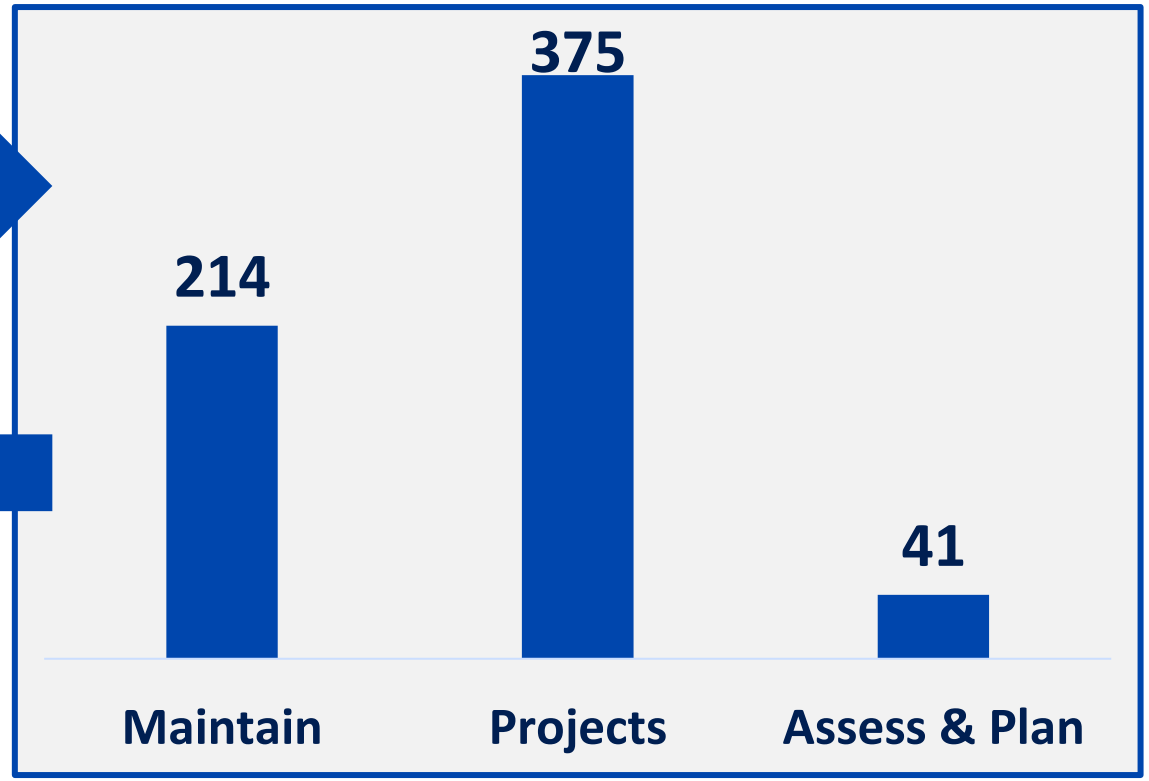


2026 Work Plan Items Breakdown

Seattle IT's Strategic Pillars
1) Responsive and Secure Services: Use technology and data to transform City services to be friendly, fulfilling, data-driven, and resilient.
2) Innovation and Equity: Achieve exceptional service delivery through collaboration, information, and technology, ensuring equitable impacts.
3) Excellence at the Essentials: Demonstrate optimal processes and use of resources.
4) Powered by People: Succeed on a culture of learning, inter-reliance, candor, and action.
5) Masterful Partnership: Deliver priorities through expert relationships and procurement.

Total Workplan Items in 2026

600+

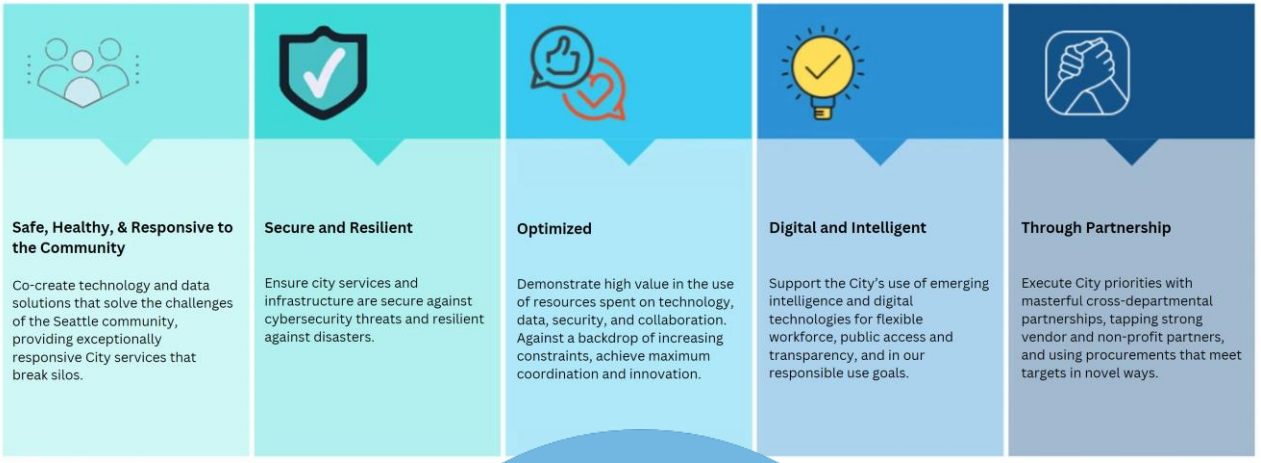


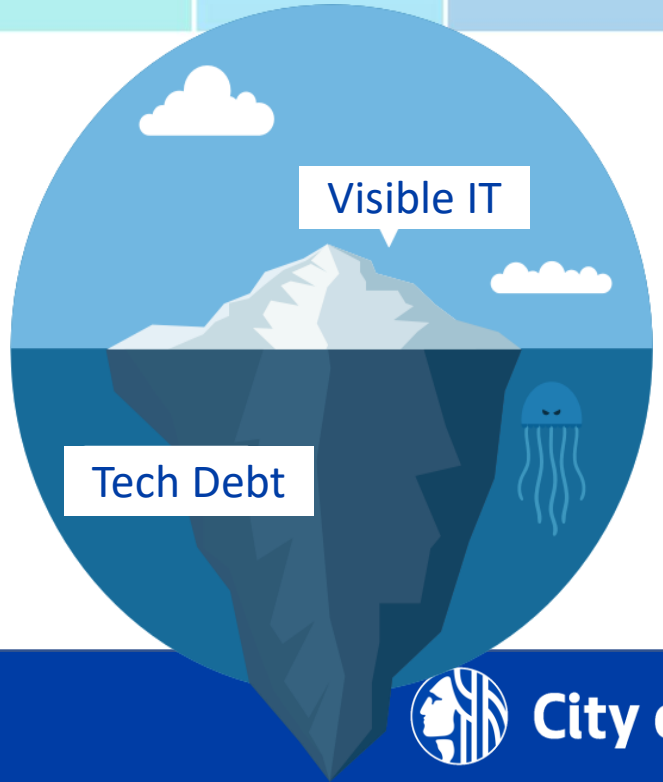
2026 Work Plan: Key Metrics

- **Responsive & Secure**:
  - Achieve ≥99.9% uptime for core City services & ≥99.8% uptime for business systems.
  - Produce fewer or equal to 3 Priority 1 incidents per year.
  - Maintain a current, accessible Enterprise Architecture for adherence.
- **IT Services:**
  - Maintain wait times of less than 4 minutes, answer rate of >85%, and first call resolution rate of >76%.
  - Achieve ≥80% "Good" to "Excellent" customer satisfaction rating
  - Respond to service requests in ≤2 hours. Maintain current, complete, and well-documented service cases.
  - Meet 95% of Privacy & Security process deliverables and deadlines in coordination with departments.
- **IT Projects**: Achieve ~80% Project Success on standard project measures + Business Value.
- **Compliance/Training**:
  - Achieve >90% cybersecurity training and testing compliance.
  - Attain >90% Citywide Privacy & Security Training completion in coordination with departments.
- **Innovation & Excellence**: Place Seattle in the top ten in the annual Digital Cities Awards.

2026 Work Plan: Major IT Initiatives

- Bring Sense to Sprawling and Expensive IT Portfolio → "Rationalization"
- Create New Level of Cybersecurity, Privacy, Resilience → Not "Department of Slow No"
- Build Superior IT Support and Requests Hub
- Enable Digital Workforce + Public → Smart, Responsive, Collaborative, Responsible AI
- Optimize Resources while Helping Departments Deal with Constraints
- Lift Culture— Embrace Partnership, Challenge, Resource Limitations
- AI Plan— Learn and Upskill; Augment over Displace Jobs, Activate Solutions and Business Growth in Seattle





2026 Work Plan: Priority Initiatives

- **Q1-Q2: FIFA Public Safety and Cyber Support** (with MOS and Many)
- **Q2: B&O Tax Implementation** (with City Finance)
- **Q2: Police and Fire Timekeeping Systems** (with Fire and Police)
- **Q2: Criminal Case Management System Phase 2** (with City Attorney)
- **Q2: Citywide Digital Accessibility Compliance Project** (with all depts.)
- **Q1-Q4: Public Safety Technologies Portfolio** (with CARE, Fire, Police)
- **Q4: Refresh Cybersecurity Program** (with Utilities, Public Safety, All)
- **Q4: Housing Data Management System Replacement** (with Housing)
- **Q4: Complete Data Loss Prevention Rollout**
- **Q4: Permitting Accountability and Customer Trust**

2026 Work Plan: Other Key Deliverables

- **Q1: Comcast Cable Franchise Extension** (with Mayor's Office, City Council)
- **Q1: Technology Matching Fund** (with Department of Neighborhoods)
- **Q1-Q2: Talent Modernization** (with Human Resources and Labor Relations)
- **Q1-Q2: Future of Seattle Channel** (with Mayor's Office, City Council, and Libraries)
- **Q1-Q4: Technology Interns and Fellowships Programs** (with Human Services)
- **Q1-Q4: Services Excellence to Increase Reliability and Customer Satisfaction**
- **Q1-Q4: Responsible AI Program** for Skilling, Intake, Decisions, and Value Delivery
- **Q1-Q4: Quarterly AI Reports to Council**

Race and Social Justice (RSJ) & Workforce Equity

- Seattle IT's Workforce Equity Team (formerly the RSJ Program Team) works to uphold the citywide effort to end institutionalized racism and race-based disparities.
- In collaboration with the IT RSJ Change Team, the WFE Team leads multiple outreach events for staff to learn about IT Change Team's work, RSJ/Diversity, Equity, and Inclusion and Belonging.
- Workforce Equity Lead & Workforce Equity Advisor implements the **Seattle IT's Belonging, Culture and RSJ strategies**. They also ensure that equity is operationally embedded into processes, planning, budgets and employee related activities.
- Oversees ITD's Racial Equity Toolkit (RET) process to be used for all ITD projects and programs. RSJ reviews are conducted on all budgets, budget and budget change requests prior to their submission to City Budget Office.

Metrics	
Racial Equity Toolkits (RETs)	57
RSJ Reviews	51
Workplace Experience Surveys	3 (2023-25)

2026 Work Plan Strategy:

Back to BASICS (Belonging, Accountability, Safety, Innovation, Communication, & Service) **is the new competency model and Cultural Operating System to ensure workplace excellence, equitable development and accurate performance reviews.**

Feedback and Questions