

2017-18 TECHNOLOGY STRATEGIC AGENDA

City of Seattle



POWERFUL TECHNOLOGY SOLUTIONS
FOR THE CITY AND PUBLIC WE SERVE

January 2017



Seattle
Information Technology

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INTRODUCTION

A MESSAGE FROM MAYOR MURRAY



Dear community members,

Seattle is a leading technology center with a tech-savvy population that has high expectations from its City government. Through the efforts of our consolidated Information Technology department, we are working to enhance and expand how technology helps us serve residents, businesses, customers, and visitors in our growing city.

Cities are entering a stage of transformational change that will be shaped by technology. Seattle continues to experience rapid growth that is changing our patterns of living and how we get around the city. These changes require the City to make more effective use of limited space, increase walkability, facilitate transportation and find ways to support residents across the income spectrum. By strategically using technology to address the City's social and economic needs, we can produce an improved urban environment.

This is the City's first Technology Strategic Agenda that moves our priorities forward in unison within our newly consolidated and more efficient Seattle Information Technology Department. This centralized strategy will align IT solutions with City priorities and help reduce risk, protect privacy and increase the capacity of IT services. These strategies, driven by our IT workforce, will better equip us to become valued stewards of the City's data and technology infrastructure.

I look forward to supporting technology professionals in our city to achieve my vision of a safe, affordable, vibrant, interconnected and innovative Seattle for all.

Sincerely,

A handwritten signature in blue ink that reads "Edward B. Murray".

Edward B. Murray
Mayor, City of Seattle

A MESSAGE FROM COUNCIL PRESIDENT BRUCE HARRELL



Seattle is at the forefront of using innovative tools to better interact and engage with residents to listen and fix problems. We are also a leader in holding ourselves accountable through our Open Data and Privacy initiatives. We continue our work towards closing the digital divide by providing the necessary resources in underserved communities.

The new Seattle Information Technology Department has undergone an unbelievable transformation the last two years. For the first time in the City's history, all the City's IT staff is now under a single department. The conversation to become a more effective and efficient government operation started many years ago, but it was the tremendous work of this group of dedicated IT staff and Chief Technology Officer that made it happen. While change sometimes brings its challenges, the benefits of this new approach will be better for all of us and the residents of Seattle. Your professionalism, hard work, patience, and know-how during this process is truly appreciated by all of us on Council.

When Council deliberates on the City's budget and issues related to transportation, public safety, homelessness, affordable housing, human services, education, and a multitude of other issues, it is all made possible in one way or another by the services provided by our IT department. As an avid Seahawks and Huskies football fan and a person who has played on many teams throughout his career, I would like to use the analogy of our hardworking IT staff working as one cohesive and strong defensive line. Without the defensive line working upfront, the linebackers would not be able to come up to make the play.

The core function of City government is to work on policies for the betterment of the people and providing day-to-day core services for the wellbeing of its residents and businesses. In a day and age when everything is located on a server and is interconnected, our job as a City to serve the people is all made possible by the great work of our IT Team.

A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Council President Bruce A. Harrell
City of Seattle

A MESSAGE FROM THE COMMUNITY TECHNOLOGY ADVISORY BOARD



The 2017-2018 Seattle IT Strategic Agenda provides an essential roadmap to adapt to and capitalize on the rapidly changing technology landscape of the city. The priorities and objectives of the agenda will help the City better and more efficiently perform its necessary functions, and interact with residents more easily and frequently.

Notably, *Priority 2: Digital Equity* emphasizes the commitment to ensuring that all residents have reliable and sufficient access to the internet, and the necessary technology skills to fully participate in society and the economy.

We look forward to continuing to work with Seattle IT and the Mayor's office to continue the work outlined in the Digital Equity Initiative, particularly through the Technology Matching Fund and support of low-income broadband access.

Amy Hirotaka
Chair, Community Technology Advisory Board

INTRODUCTION FROM THE CHIEF TECHNOLOGY OFFICER



I am pleased to present the 2017-2018 Technology Strategic Agenda. This Agenda represents the City's vision for technology and will guide investment across departments for the next two years.

Producing the Strategic Agenda is no small feat. It reflects input from a diverse range of stakeholders in the Seattle community, academic institutions, technology experts, and end users. The input we received demonstrated the tremendous demand from our City departments and broader community for innovative technology-driven solutions that improve our public's quality of life. I am thankful for the thoughtful feedback we received and for the guidance of the Community Technology Advisory Board (CTAB) and the Mayor's IT Subcabinet (MITS).

Technology is changing the way governments operate and deliver services. Big data and low cost sensors allow departments to have greater situational awareness and glean insights that reduce costs, lessen our environmental impact, and improve customer service. Advances in communication and development tools allow us to build applications focused on end user experience and not the City's internal administrative structure. An emerging interest in public interest technology provides us an opportunity to make our community a partner in the solution development and deployment process through our open data, civic technology, and digital equity programs.

While we strive to benefit from the transformative benefits of new technologies, we cannot lose sight of the risks they can present. We must understand impacts new technologies can have on personal privacy and take steps to both mitigate potential harms and earn the public's trust in the use of new technologies. We must also consider who in our community has access to the technology services we deploy – and take steps to literacy to ensure the entire Seattle community has equitable access to government services and our increasingly digital society.

Thank you, Mayor Murray, Council President Harrell, and CTAB Chair Hirotaka for the opportunity to put forth this Agenda. And thank you to the more than 650 Seattle IT staff who put their valuable skills to work in mission-driven service to the Seattle community. Together we will deliver powerful technology solutions for the City and public we serve.

A handwritten signature in black ink that reads "Michael Mattmiller". The signature is fluid and cursive.

Michael Mattmiller
Chief Technology Officer, City of Seattle
Director, Seattle Information Technology Department

EXECUTIVE SUMMARY

The Seattle IT Strategic Agenda for 2017-18 defines the technology priorities that will enable Mayor Murray’s vision of being a safe, affordable, vibrant, interconnected and innovative Seattle for all. The Agenda will guide investment and technology planning activities for the next two years.

In 2016, Seattle’s technology functions were consolidated into the new Seattle Information Technology Department (Seattle IT) to create capacity to deliver projects, establish standards and priorities for IT investment, protect City resources from threats, and develop our IT workforce. This is the first Strategic Agenda created by the newly-consolidated department, employing its expanded resources to provide effective and efficient service to the City’s internal and external customers.

City leadership represented by the Mayor’s IT Subcabinet (MITS) established the strategic purpose and principles for Seattle IT. Based on this foundation, five strategic priorities were developed, guided by input from the newly-established governance bodies and taking into consideration the rapid pace of technological change and the local demographic, economic and technological landscape. Each priority is linked with objectives and initiatives.

The City’s Chief Technology Officer (CTO), who serves as the Director of Seattle IT, is responsible for implementing the Strategic Agenda and providing regular updates to key stakeholders.

Priority	Objective
<p>1. Smarter, Data-Driven City Use data to drive innovation and efficiency, improving both the quality of life and economic productivity.</p>	<p>1.1. Increase the use of data 1.2. Engage partners and the community to develop new solutions 1.3. Advance strategic uses of new technologies</p>
<p>2. Digital Equity Assist residents and neighborhoods to have the information technology capacity needed for civic and cultural participation, employment, lifelong learning, and access to essential services.</p>	<p>2.1. Implement the digital equity action plan 2.2. Increase broadband internet access and adoption</p>
<p>3. Public Experience Improve the efficiency and cost-effectiveness of government services by facilitating, automating, and streamlining interactions among the public, government employees, service providers, and other stakeholders.</p>	<p>3.1. Create user-centric solutions that connect the public with their government 3.2. Standardize cross-department services 3.3. Identify and develop tools that broaden public engagement</p>

Priority	Objective
<p>4. Privacy and Security Develop and implement best practices in how we securely collect and manage the public’s personal information and protect public assets.</p>	<p>4.1. Earn the public’s trust in how we collect and use information</p> <p>4.2. Increase security of the city’s data and technology assets</p> <p>4.3. Efficiently comply with compliance requirements and mitigate risk</p>
<p>5. Service and System Maturity Integrate City business needs with technology, while driving greater efficiency. Embrace an effective approach to service management.</p>	<p>5.1. Modernize the employee end user experience</p> <p>5.2. Make service delivery more consistent and efficient</p> <p>5.3. Increase performance of the IT project portfolio</p> <p>5.4. Reduce duplicative applications</p> <p>5.5. Make IT a strategic business partner</p> <p>5.6. Develop our workforce to evolve with technology</p> <p>5.7. Create capacity by integrating teams</p>

ABOUT SEATTLE IT

The City of Seattle employs more than 650 information technology staff who deliver powerful information solutions for the City and the public we serve.

As Seattle strives to become a safe, affordable, vibrant, innovative, and connected City, the need for effective technology solutions is critical. Seattle IT supports the pursuit of this goal by:

- **Connecting people with their government.** Seattle IT operates the external face of the city: seattle.gov, Seattle Channel, and a suite of mobile applications. With a rapidly growing population and fast-paced business climate, more people than ever need timely information and services from their City government. Seattle IT is committed to furthering our online presence and tools to meet the needs of an innovative and creative city.
- **Ensuring an effective and productive workforce.** The talented, professional staff of Seattle IT are passionate about enabling our colleagues to serve the people and businesses of Seattle. In a region with a thriving technology industry, these individuals choose to devote their time to serving others. We provide powerful technology solutions to employees, helping them provide excellent service and meet the public where they are.
- **Building a digitally equitable community.** Internet access is the infrastructure challenge of the early 21st century. The internet, and the access to the information and services it provides, is responsible for economic growth, job creation, education, and a better way of life. But the internet only creates value for people if everyone has choices for equal and affordable access, and the digital literacy to use that access effectively.

CREATION OF SEATTLE IT

In May 2015, Mayor Murray announced that City of Seattle employees working in the Executive Branch who perform information technology related duties would be consolidated into a new department, Seattle Information Technology Department to achieve the following:

- Create capacity to deliver on the most important technology projects in the City within current levels of staffing;

Seattle IT Results Framework

Vision

One City, connected by technology

Mission (Purpose)

Powerful technology solutions for the City and public we serve

Objectives

- Connecting people to their government
- Enabling an effective and productive workforce
- Building a digitally equitable community

Principles

- We will operate together as “One IT”
- We handle information in a manner that engenders trust, promotes transparency, and protects privacy
- For multi-department needs, we will have centrally managed IT solutions. For department-specific needs, we will strive for the selection of common platforms and approaches
- Like all City investments, our plans for IT solutions will be based on compelling business cases and measurable outcomes
- Address short term needs and invest for long term success

- Establish consistent standards and priorities for IT investments;
- Make IT a strategic business partner, enabling the delivery of IT solutions for a safe, affordable, vibrant and innovative city;
- Protect our resources from threats, especially related to security and privacy risks; and,
- Develop our workforce to evolve with technology, helping us to continually deliver technology solutions to meet the City’s objectives.

In November 2015, the City Council voted unanimously to create the new department and the consolidation started on April 6, 2016. The responsibilities and authorities of Seattle IT are defined in [Seattle Municipal Code \(SMC\) Chapter 3.23](#).

ORGANIZATIONAL STRUCTURE

To support Seattle IT goals, the organization was structured into two components: shared services and department teams.

Shared services includes our service teams such as strategy and planning or engineering and operations. These are overseen by directors reporting to the Chief Technology Officer and are structured in a manner modeled on the Information Technology Infrastructure Library (ITIL) plan-build-run model for delivering IT services, but modified to fit an organization of the City’s size and complexity. Having one delivery team in the City for a particular IT service allows for investment and service maturity that could not otherwise be afforded by a single department. Similarly, pooling resources will allow for more efficient usage and will create capacity to invest in other services not currently available, such as architectural planning.

Department teams are led by a Seattle IT department IT director. Initially, each department team will include most of the IT employees transferring to Seattle IT. As the shared service teams are formed over time, the department teams will have dedicated project management and business analyst resources to help envision and deliver strategic technology solutions in close coordination with department staff. The department IT directors will be responsible for the delivery of technology services to their department, and will work closely with department leadership teams. The IT directors will report to the Deputy CTO, with department directors playing a leading role in evaluating their performance.

Departments will work with these IT directors on the services they need to support their businesses. New processes and service strategies will be introduced gradually, and with customer input. This deliberate approach honors the close relationships with department leadership and existing business knowledge of IT staff, while providing a path to implement best practices, gain efficiencies, and invest in common platforms.

SHARED SERVICE DIVISIONS

Seattle IT’s organizational structure groups the department into six shared services, or functional divisions, each led by an executive director, plus eight department teams, each led by an IT director.

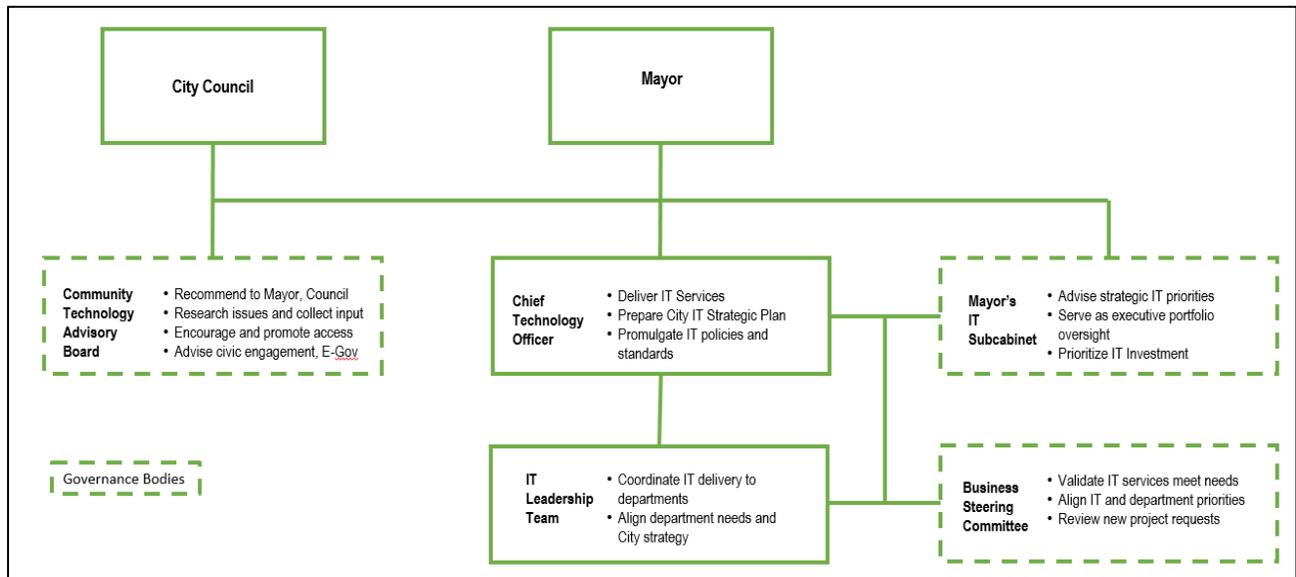
The six shared services, or functional divisions, are:

- **Applications.** Designs, develops, integrates, implements, and supports application solutions in accordance with citywide architecture and governance.
- **Business Office.** Provides the business services that enable the successful operation of the department. Provides cost and performance transparency to customers and ensures department accountability.
- **Digital Engagement.** Identifies and employs technology to connect the public to their government and ensures digital equity across Seattle.
- **Engineering and Operations.** Designs and implements, operates, and supports technology infrastructure solutions in accordance with citywide architecture and governance.
- **Security, Risk, and Compliance.** Manages the City’s information security, privacy, risk, and compliance programs by balancing the need to safeguard the City’s assets, infrastructure, and data with the City’s commitment to openness, transparency, equity, and innovation.
- **Strategy and Planning.** Facilitates development of the City’s technology architecture and strategy, and manages the department’s portfolio of projects.

GOVERNANCE

Two governance bodies advise Seattle IT directly, per SMC 03.23.030(M). The Mayor’s IT Subcabinet (MITS) establishes strategic IT priorities for the City and provides executive oversight of the department. The Business Steering Committee (BSC) monitors the performance of the department and helps review envisioned IT projects.

The Community Technology Advisory Board (CTAB) advises the Mayor and City Council of technology trends affecting the City and makes recommendations to Seattle IT, per SMC 03.23.060.



CONSIDERATIONS

The City's Technology Strategic Agenda must consider the technological changes taking place in the work place and society, and how these changes intersect with the needs of City departments and the City community.

TECHNOLOGY LANDSCAPE

In preparing the Agenda the City surveyed City departments, technology researchers, and other key stakeholders to develop an understanding of the technology landscape and trends that would affect the City. A wide range of developments and innovations were shared, and we found the following aspects of the changing technology landscape especially relevant to the City:

- **Mobile device usage is accelerating.** By 2018, we expect 50 percent of all traffic to Seattle.gov will be accessed by mobile devices, following the national trend. As use of mobile continues to rise, websites and other services such as payments and service request submission and management must be mobile ready.
- **Smart cities solutions, enabled by the Internet of Things, are still in their infancy but are providing real value.** Cities can collect data from the built environment, resulting in more informed and timely decision making. This can allow for more proactive responses to weather, traffic, and other challenges that, if resolved, can improve quality of life. Many cities reported that the value of smart cities projects can be negated by lack of community trust in sensors and related technologies. Having appropriate privacy safeguards in place and public communications are critical to project success.
- **Data analytics and big data concepts are becoming more accessible to government.** Big data and computing at scale creates new opportunities to understand trends and opportunities to improve services, but also requires a greater consideration for risk and data governance to produce valued results. Although tools to understand data are becoming more user-friendly, data analyst and data scientist skills are still needed to unlock the value in the data. Many cities partner with academic institutions or other community organizations for this expertise.
- **Security threats will continue to increase as we gather and store more data, and use new technologies.** Recent attacks like the takeover of smart home devices to attack internet infrastructure evidence the need to think carefully about how new technologies should be protected – and how organizations can reduce their attack surface.



- **Cloud computing will continue to grow in popularity and reduce demand for on-premise services.** The cost gap for cloud services continues to shrink and many software solutions now are delivered only via cloud service models, or key innovations are delivered to cloud subscribers before on-premise versions.
- **Consumer-driven IT is leading more employees to address their own technology needs without engaging IT.** Consumer technology solutions from the iPhone, Gmail, and Dropbox have helped a generation of computing users quickly realize the power of mobile and cloud solutions, and now these users are expecting the same level of on-demand solution delivery and flexibility at work. Without compelling and readily available offerings from their enterprise IT department, users will try to find and implement their own solutions. While some level of autonomy is likely necessary and enables the business, these self-selection practices can raise security and compliance issues, increase costs, and cause a lack of interoperability.

CITY LANDSCAPE

The state of our region and our City values shape how we drive our response to the demand for technology innovation and services. Mayor Murray is implementing programs to realize his vision for Seattle as a safe, affordable, vibrant and interconnected City that fosters innovation – and our technology plans must support these efforts. The following aspects of the current City landscape were key to developing the Strategic Agenda:

- Seattle has data-driven policy ambitions. Mayor Murray challenged the City to become data-driven and declared that City data is open by preference to increase both public and staff access to data. The City’s efforts have been bolstered by participation in programs like *What Works Cities* from Bloomberg Philanthropies.
- Our public has high expectations for how their government performs, including how technology is used to deliver efficient and accessible government services. Since 2010, three-fourths of new Seattle residents moved to the city for jobs in the high-tech sector. At the same time, the City’s most recent Technology Indicators Report shows that 15% of Seattle residents do not have internet access at home and 11% do not have access to a mobile phone. Investments in new technology-enabled government services must balance both audiences.
- The City has a strong commitment to increase equity through device and technical support, access by way of improved digital connectivity, and literacy through skills training. Technology can play a vital role in revitalizing low-income communities. However, progress to close the digital divide is stagnating. Research is showing the impacts of the “homework gap” – the effect





on students whose ability to complete schoolwork is hampered by inadequate access to broadband internet. Lack of access to broadband service is a major disadvantage to finding and applying for job opportunities or gaining new career skills.

- Our local market for IT professional talent is very competitive and job wages are at a premium, driven by expansion of tech employers including Amazon, Microsoft, Google, Expedia, Facebook, and a thriving array of startups. The collective hiring needs of these companies exceeds the available labor force. Accordingly, it is difficult to hire and retain employees with critical skills related to key areas such as architecture, project management, security, and other essential roles.
- Our community has strong public privacy expectations with concerns about how technology collects data, how that data is used, and who has access to what is collected. The City needs to make smart decisions in alignment with our privacy principles and communicating our process to the public.
- We are remaking our IT service delivery. City IT employees consolidated into a single IT department in April 2016. Since that time, service desk service levels are vastly improved, and process improvements are underway to better identify and manage project risk and better evaluate business cases prior to project initiation. The consolidation process will continue to mature over the next two to three years.
- The City is responding to an under-investment in IT over many years, duplication, and limited lifecycle management. Departments want to move fast to leverage new technologies before we have developed the platforms, teams, or culture to make this happen. We are balancing the competing objectives of doing things right and doing them right now.
- While we are moving forward with remaking the City's technology, we are doing so being mindful of the budget and implementing cost controls. We need to prepare for a leveling of the economy, even in Seattle. Increasing demands on the general fund mean IT investments need to have demonstrated ability to increase value to the City and public we serve.

DEVELOPMENT APPROACH

Seattle Municipal Code 3.23.020(B) directs the CTO to prepare a yearly Strategic Information Technology Planning Agenda for the City. In February 2015, the Mayor's IT Subcabinet (MITS) established a strategic framework for information technology in the City. The '3P Framework' defines the **purpose** for the use of information technology within the City of Seattle, the **principles** that govern IT decision making, and the **priorities** that will guide investment and project selection.

Using this framework, a survey of the technology and municipal government landscape, and IT projects requested by City departments, Seattle IT developed five priorities for evolving the City's technology in 2017-18. These priorities were developed in collaboration with MITS members, the Seattle IT Leadership Team, the City Budget Office, the Mayor's Office, the City Council, Municipal Court and the City Attorney's Office. We also sought input from external stakeholders at other government entities, academic institutions, and research firms. From this input the priorities and objectives were refined and reviewed again with the Leadership Team, MITS, the Business Steering Committee and the Community Technology Advisory Board (CTAB).

The priorities and objectives were articulated with measurability in mind, and specific metrics will define success for progress and impact. For progress, individual initiatives will be tracked on their status toward completion; and for impact, key performance indicators (KPIs) are being developed to assess the actual impact these initiatives have on the overall priorities.

The Strategic Agenda targets initiatives that can be completed or achieve significant progress within the next two years. This time horizon allows for an emphasis on action and provides the ability to measure and adjust based on results. The Strategic Agenda intentionally identifies initiatives that launch new programs or re-imagine existing work, yet which can be accomplished given existing or reasonably expected resources.



PRIORITY 1: SMARTER, DATA-DRIVEN CITY

Seattle has grown by 70,000 people in the past five years and will grow by 120,000 more by 2035 – a 31 percent population increase. While the City’s needs will continue to grow, it’s unlikely that our City government staff will increase at a similar rate. Instead, we will use technology to help create new opportunities. Data has the potential to drive innovation and efficiency, improving both the quality of life and economic productivity. We will expand the City’s use of data to help reduce traffic congestion, fight crime, foster economic development, reduce greenhouse gases, and make local governments more open, responsive, and efficient.

OBJECTIVE 1: INCREASE THE USE OF DATA

Mayor Murray has challenged departments to use data to make informed decisions, focus on performance management, and to become “open by preference” – making data publicly available to encourage development of innovative solutions that improve our quality of life. Unlocking the promise of a smart, data-driven city requires a focus on data governance, consistent tools that facilitate cross-department collaboration, and educating the public on how to leverage the City’s resources.

- **Open data program.** Drive awareness and utilization of the Open Data Program throughout City government and in the civic technology community by investing in open data champions in each City department, increasing the number of high-value datasets available and posted through automation on data.seattle.gov, and fully comply with the Mayor’s “Open by Preference” Executive Order (2016-01).
- **Data governance.** Leveraging the work performed by Seattle Police Department’s Data Analytics Project (DAP), develop a City-wide approach to data governance that departments can follow to implement governance programs in a federated model, decreasing the risk of data anomalies and unlocking the value of data captures through City operations and initiatives.

- **Data platforms.** Invest in common Citywide data management, analytics, and business intelligence platforms that can be offered as a service to City departments. Provide training that helps City staff unlock the value of data by transforming it into useful information and visualizations - in a manner that respects privacy and regulatory commitments.

OBJECTIVE 2: ENGAGE PARTNERS AND THE COMMUNITY TO DEVELOP NEW SOLUTIONS

Seattle is home to an innovative public and a thriving technology industry. Developing partnerships and creating opportunities to engage our community, academic institutions, and businesses is critical to envisioning new solutions and extending the City government’s capacity for service delivery. Many ideas on how to improve our city’s quality of life through data and technology, and the talent to make these ideas come to life, can come from those outside of government, if we are open to facilitating them.

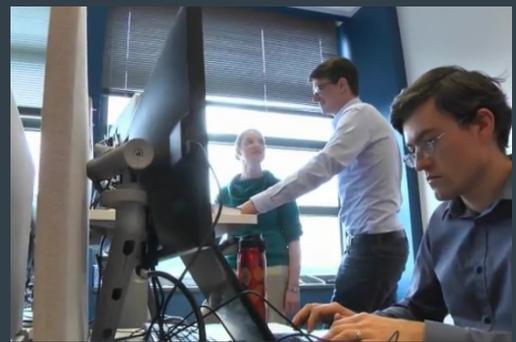
- **Civic technology.** Engage Seattle’s community of civic technologists, providing connections into City departments and giving visibility to innovative projects, increasing awareness and adoption of new solutions.
- **Civic Innovation Lab.** In partnership with the community, create a space where the public and City staff can learn about the latest advances in technology and collaboratively develop solutions to Seattle’s most pressing challenges.
- **Partnership framework.** Develop and implement a framework to encourage and support the formation of effective partnerships that can increase the value of City services in the community and help achieve our goals. A partnership framework will define the best practices for establishing and sustaining effective partnerships with community organizations, companies, and other mission-aligned entities.

SPOTLIGHT PROJECT

MetroLab Network

The MetroLab Network is a national consortium of city-university partners collaborating on smart cities initiatives. The City of Seattle and University of Washington are founding members of the network and are engaged on multiple projects.

One of our projects is implementing the Array of Things (AoT), a network of interactive, modular sensor boxes that collect real-time data on the city’s environment, infrastructure, and activity for research and public use. AoT will essentially serve as a “fitness tracker” for the city, measuring factors that impact livability such as climate, air quality and noise. This initiative has the potential to provide a wide array of data that allows researchers, policymakers, developers and residents to work together and take specific actions, to help the City to operate more efficiently and realize cost savings by anticipating and proactively addressing potential problems like urban flooding.



OBJECTIVE 3: ADVANCE STRATEGIC USES OF NEW TECHNOLOGIES

Advances in technology, such as low-cost sensors and the ability to analyze increasing stores of data at scale, present new opportunities to help the City government operate more efficiently and make better data-informed decisions. Yet today many departments still think of technology in terms of hardware servers and applications that run on desktop computers. Recognizing the value of solutions requires educating departments on the range of business solutions that technology can help deliver and planning for cross-department collaboration.

- **Cross-department collaboration.** Convene stakeholders across departments to consider new approaches to business challenges and processes that involve new technology innovation, increasing awareness of possible solutions, and supporting implementations in a responsible manner that both provide value and uphold our public and regulatory commitments.
- **Smart cities roadmap.** With community and partner input, develop a smart cities roadmap that identifies the systems, platforms, and skillsets needed to responsibly harness the potential power of sensors, high-speed networks, and data analytics to encourage deployment of innovative, sustainable solutions that improve our quality of life.
- **Internet of Things management service.** Develop requirements for and implement a service with related tooling to facilitate the consistent, secure, and responsible management of the City's IoT devices, reducing ongoing operational costs and enabling greater scalability.



PRIORITY 2: DIGITAL EQUITY

Seattle is a city known for technology and innovation. Yet too many residents do not have sufficient internet access or the skills necessary to participate fully in our high-tech economy and community. Working with community organizations, providers, and academic institutions we can make Seattle a leader in ensuring digital equity and opportunity for all our residents.

OBJECTIVE 1: IMPLEMENT THE DIGITAL EQUITY ACTION PLAN

In 2015 the City launched the Digital Equity Initiative to close the digital gap and make these benefits widely available. The Initiative produced the Digital Equity Action Plan that defines a series of goals and activities to be executed over a three-year period, which will result in more Seattleites having computers, home internet access, and skills necessary to participate in our increasingly-technology-driven society.

- **Devices and technical support.** Increase assistive technology at community sites, increase support for device ownership programs, and improve digital connectivity in public spaces.

- **Connectivity.** Improve high-speed internet infrastructure and internet availability to individuals. Continue work to enhance digital connectivity at public libraries and community centers.
- **Skills training.** Boost digital skills training programs by working to prepare qualified trainers, and provide additional resources and support for community-based organizations.
- **Sustainable funding plan.** Develop alternative sources of revenue to support digital equity and related programs in Seattle long-term, offsetting projected revenue declines from cable franchise fees over the next decade.

OBJECTIVE 2: INCREASE BROADBAND INTERNET ACCESS AND ADOPTION

Internet access is the infrastructure challenge of the early 21st century and access to the information and services it provides are responsible for economic growth, job creation, education, and a better quality of life. The City continues to implement policies that increase availability of competitive, affordable, and equal broadband internet across the city.

- **Reduce regulatory barriers.** Working with other City departments, increase access to City infrastructure and simplify permitting processes to enable the next generation of broadband internet investment while maintaining the public’s interest in right-of-way management.
- **Public-private partnerships.** Engage providers and potential new internet service providers to determine how use of City-owned resources, including our fiber optic network, can be leveraged to expand internet access.
- **Public Wi-Fi.** Complete the Wi-Fi Strategy project started in 2016 and implement the identified strategies to increase the availability of free public Wi-Fi internet, bringing access closer to those who today do not have internet service at home.

SPOTLIGHT PROJECT

Technology Access and Adoption Survey

The Seattle IT’s Community Technology team has conducted extensive research since 2000 covering internet and mobile access, interest in high-speed internet, barriers to access, cable customer and education needs, civic engagement, use of social media and more. The quadrennial Technology Access and Adoption study engages a diverse population of Seattle residents in random telephone surveys, online surveys, and focus groups.

The next data gathering period begins in 2017 and an updated study will be released in 2018. The City has used this data collected via these studies to guide how we develop policy, deliver services, and interact with the community about access, adoption, and digital literacy.





PRIORITY 3: PUBLIC EXPERIENCE

Technology can greatly improve the efficiency and cost-effectiveness of government services by facilitating, automating, and streamlining interactions among the public, government employees, service providers, and other stakeholders.

OBJECTIVE 1: CREATE USER-CENTRIC SOLUTIONS THAT CONNECT THE PUBLIC WITH THEIR GOVERNMENT.

The public expects to interact with their City government when and where it is convenient for them – this means online, any time access. Yet sometimes information and applications from City departments are created to meet the City’s need to process information and not based on what end users need. Transforming our approach to developing solutions will increase usefulness and decrease costs.

- **User Experience (UX) service.** Establish a team and build out solutions including playbooks, trainings, and a user testing lab to help Seattle IT teams and City departments build applications and online services that start with City-wide standards developed based on user research, increasing consistency, accessibility, and usability of services delivered.
- **Seattle.gov redesign.** Complete the three-year overhaul of Seattle.gov, including site rebranding and geotagging of content, driving a common online identity and ensuring a consistent and efficient experience for finding information about the City.
- **Seattle Channel plan.** Engage the public and City stakeholders to develop and implement a plan for evolving Seattle Channel, to meet the current communication and engagement needs of our community and considering future pressure on its main funding source: fees assessed on cable television subscribers.

OBJECTIVE 2: STANDARDIZE CROSS-DEPARTMENT SERVICES

City departments traditionally develop processes and supporting technology needs independently. Standardizing the systems used for common processes and services can improve the public's experience while making the City government more efficient.

- **Permit System Integration.** Create a coordinated and seamless experience across departments for permitting and licensing throughout the City, while meeting the internal needs of each department.
- **Customer Relationship Management (CRM).** Develop options better integrating the City's CRM tools with department work order systems, providing more timely and detailed information on service requests.
- **Customer Self Service.** Implement a new, unified customer self-service portal for the City's utility customers to better understand their usage and transact basic activities, improving service and reducing calls to the call center.
- **Grants management.** Partner with the Department of Neighborhoods to design and develop services and capabilities that enable the lifecycle of managing and tracking grants management business processes.

OBJECTIVE 3: IDENTIFY AND DEVELOP TOOLS THAT BROADEN PUBLIC ENGAGEMENT

In 2016 Mayor Murray charged Seattle IT and Department of Neighborhoods with exploring, identifying, and developing an array of tools that broaden public access points for digital engagement. By doing this, Seattle IT will help City departments implement equitable outreach and engagement practices that reaffirm the City's commitment to inclusive participation.

- **Digital Engagement Plan.** Develop a plan that facilitates equitable outreach and engagement with the community using technology-based tools, thus increasing public participation in Seattle's civic life.

SPOTLIGHT PROJECT

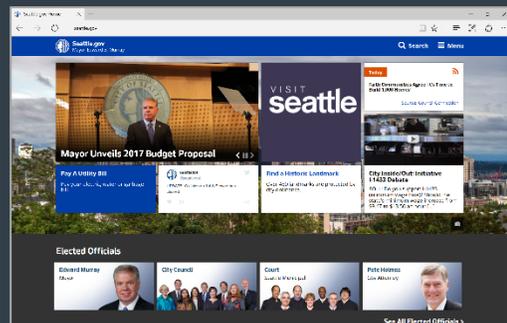
Seattle.gov Redesign

The redesign of the Seattle.gov website furthers our priority to improve the public experience when using City services. The goal of the website redesign is to create "One City – One Look" for all audiences.

For the public, this means creating a simple, convenient, quick, modern site that enables users to access City services; find items on the site; participate in government; get information that affects them and their neighborhoods; and more easily explore Seattle when visiting.

For City users, this means providing an inclusive and simple site with relevant and dynamic content that enables us to deliver current services and information.

Several City sites have been launched with the redesigned look and feel and the remaining sites are on track to be complete in third quarter of 2018.





PRIORITY 4: PRIVACY AND SECURITY

The collection of data occurs in every day City processes such as paying a utility bill, renewing a pet license, browsing a web page, or signing up for an email list. Police, fire, and emergency services collect different forms of video and electronic data while responding to calls. At the same, information and cyber security threats continue to evolve and pose risk. Increasing awareness of threats and taking steps to implement proactive citywide solutions can mitigate this risk and increase operational efficiency.

OBJECTIVE 1: EARN THE PUBLIC'S TRUST IN HOW WE COLLECT AND USE INFORMATION

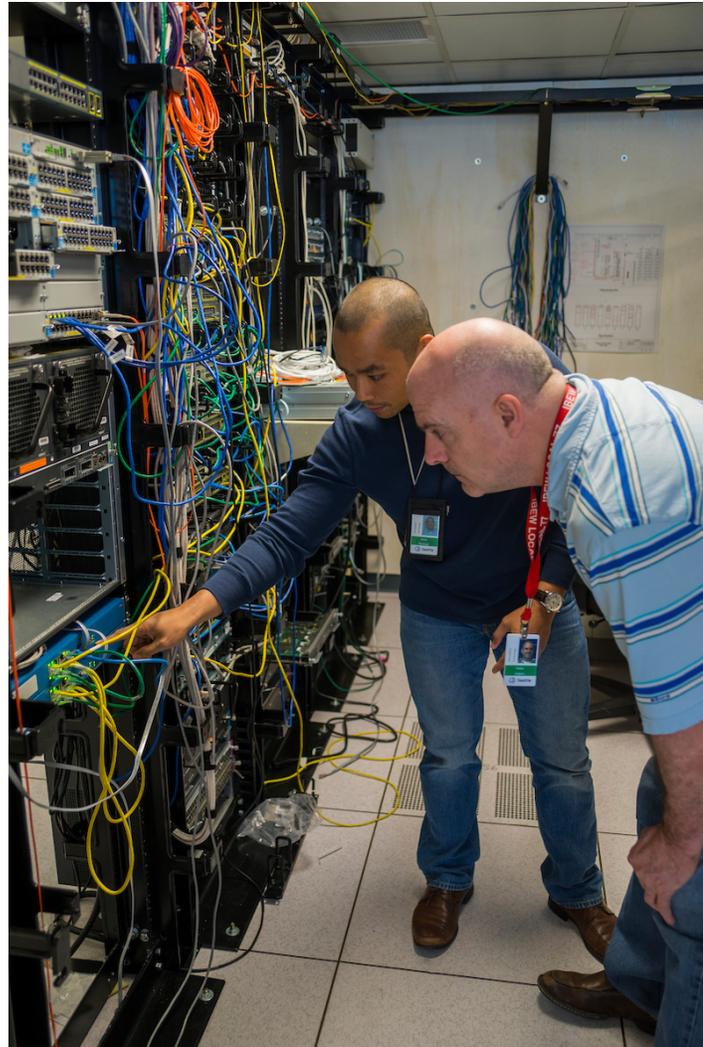
The increasing changes and complexity of emerging technologies, business systems, laws and regulations, and public scrutiny mean the City must take appropriate steps to consistently and methodically facilitate the collection, use, and disposal of data in a manner that balances the needs of the City to conduct its business, with individual privacy, in a manner that builds and maintains public trust.

- **Privacy Program.** Continue implementation of the City's Privacy Program, developed in partnership with the Seattle community, University of Washington, and City Council, with full implementation by December 2017. This program will help City employees reduce potential privacy harm when collecting and handling data or using new technologies, and help the public gain insight into and trust in how their government uses data responsibly.

OBJECTIVE 2: INCREASE SECURITY OF THE CITY'S DATA AND TECHNOLOGY ASSETS

The City is home to a diverse range of business lines, from the nation's tenth largest public electric utility to public safety, transportation, and more. While each of these lines has its own inherent risks and security requirements, we remain interconnected and are only as secure as our weakest link. With the creation of Seattle IT, for the first time we can plan as one City to protect our data and technology assets using both tools and an informed City workforce.

- **Information security program.** Develop, implement, and communicate the new citywide information security program that establishes consistent coverage and visibility across the City's departments, reducing the risk of information and cyber security threats.
- **Security training and awareness.** Develop and implement an ongoing training and awareness program of the City's information security policies, procedures, and expectations for all employees, including informative insight and guidance for recognizing and responding to information security trends, risks, and vulnerabilities to facilitate employees making educated and security-aware decisions when using technology.
- **Incident management.** Develop, enhance, and communicate an appropriate information security incident management process, including identification, containment, mitigation, and response. Implementation to include training and collaboration with internal and external stakeholders.



OBJECTIVE 3: EFFICIENTLY MEET COMPLIANCE REQUIREMENTS AND MITIGATE RISK

With the responsibility for the availability and resiliency of key public services, establishing compliance management practices is critical. This requires changes in the way we acquire, develop, and maintain systems, data, and third party services. Seattle IT has taken steps to build its compliance program and through investment in a series of updated policies and new tooling we will be better positioned to mitigate technology-related risk and improve consistency.

- **Governance, Risk, and Compliance ("GRC") Tool.** Implement a solution to provide structure, automate workflow, and manage key security, privacy, risk, and compliance commitments to increase the City's ability to consistently meet regulatory and policy requirements.
- **Policies, standards, and procedures.** Develop, implement, communicate, and monitor compliance with policies, standards, and procedures to ensure compliance. Clearly define expectations and share with staff on a regular basis. Establish a document repository and lifecycle.



PRIORITY 5: SERVICE AND SYSTEM MATURITY

Seattle IT strives to deliver enterprise grade, scalable, sustainable services to its customers. The department's services range from providing servers and email accounts to the 800 mHz public safety radio system on which our first responders critically depend. Delivering services consistently and in an efficient manner is the foundation of a technology department.

OBJECTIVE 1: MODERNIZE THE EMPLOYEE END-USER EXPERIENCE

Technological advances have changed how users consume and interact with IT services. Ten years ago the Blackberry and smartphone revolution allowed users to access City email while away from the office. Today our users want real-time access to City systems while working in the community, both for situational awareness and to provide better constituent service. The line between a desktop computer and a mobile device is blurring, and City departments are pressing for solutions that enable staff to work in a variety of situations.

- **Mobility.** Develop and implement a service, with both staff support and user self-service tools, to manage secure mobile devices and the applications on them.
- **Collaboration.** Implement a new City intranet and SharePoint Online service built on Office 365 that leverages native functionality to facilitate staff collaboration across departments and timely access to information.
- **Identity management.** Implement a common identity management service that consolidates existing solutions and implements a single sign-on policy for applications, improving the user experience by eliminating the need to remember multiple usernames and passwords and improving security by limiting access to City technology resources based on a user's relationship with the City.
- **Desktop replacement.** Centralize responsibility for desktop computer replacement and streamline process to ensure desktop workstations can run properly across the City.

- **Unified communications.** Replace the City’s existing telephone system (PBX) system with a new solution that integrates with end-user email and mobile devices, enabling mobile work experiences.

OBJECTIVE 2: MAKE SERVICE DELIVERY MORE CONSISTENT AND EFFICIENT

As the end-user experience has evolved, so have the infrastructure and processes to enable the services. The City’s data center is no longer filled with rows of individual servers and instead we use technologies like virtualization and cloud computing to manage our back-office infrastructure with greater efficiency and automation, while reducing downtime. Technology advances present an opportunity to evolve our services and automate service delivery, which can lead to improved service levels. Realizing the value of these advances requires planning for how changes will be incorporated into our environment, and planning for the evolution of our services and measuring their performance for continual process improvement.



- **IT service management.** Implement a new service management tool to better track operational work and identify services for improvement and investment based on resulting data.
- **Enterprise architecture service.** Create an enterprise architecture service that defines the standards and roadmaps for ensuring the consistent selection and maintenance of cost-effective solutions that meet the City’s technology needs.
- **Service management.** Evolve the newly created Service Management Office to drive consistent delivery across the department by defining a service catalog, lifecycle management, incident management, and process documentation requirements.

OBJECTIVE 3: INCREASE PERFORMANCE OF THE IT PROJECT PORTFOLIO

Key to maturing the City's technology is the ability to select and successfully manage projects. With IT consolidation, Seattle IT now manages all IT projects planned or in progress across the City. Implementing common project and portfolio management processes can increase the consistent selection of projects that provide value to the City, reduce risk and increase the likelihood of project success.

- **Project portfolio management (PPM).** Evolve the City's IT project portfolio management (PPM) service, developing a set of processes and metrics to measure portfolio performance and inform investment and management decisions.
- **Project intake.** Define a consistent process through which new technology projects are requested, considered, and dispositioned. This process must consistently consider key aspects important to the department, including project and ongoing operational cost, privacy, security, regulatory requirements, risk, and standards, and be well understood by stakeholders across the City.
- **Project management methodology.** Develop technology project management processes and apply them across projects, reducing risk and increasing the likelihood of project success.
- **Staffing.** Change how the City staffs projects, moving from hiring temporary staff to lead projects to permanent project managers and business analysts who learn the City's project management processes, retain knowledge within the City, and can be more quickly deployed when needs arise.

SPOTLIGHT PROJECT

Identity Management

City departments use more than 1,200 software applications. Controlling access to these applications by more than 13,000 desktops and an increasing number of mobile devices has become complex and time consuming. Users have multiple usernames and passwords, and when a user separates from the City, IT needs to remove access from each device and application. The City manages access to many of these systems separately.

In 2017, Seattle IT will establish a consistent one-city approach for identifying users on the City's network and applications. The project will consolidate and centralize the City's Active Directory domains, create an interface between the City's central human resources information system and Active Directory, and establish a single sign-on policy. These investments will improve end user experience, decrease security and privacy risks, and reduce costs.



OBJECTIVE 4: REDUCE DUPLICATIVE APPLICATIONS

The City has more than 1,200 applications running on premise – and countless more cloud-based applications. Some of these applications provide similar functionality to the City while others may be approaching end of life. Focusing the City’s investment on fewer, modern applications and platforms can reduce costs and improve user experience.

Two applications in are particularly critical to the City’s operations but have reached their end of life- Summit, the City’s general ledger and financial management solution, and the Human Resources Information System (HRIS). Through the replacement of these systems, the City has an opportunity to transform its business processes and reduce legacy systems.

- **Enterprise system modernization.** Develop an enterprise roadmap and architecture, replace the existing Summit financial management system, and develop the plan to replace the Human Resources Information System (HRIS). While Seattle IT should focus on reducing the number of legacy systems and architectures by leveraging native platform functionality and thus costs, to be considered a success, this effort must also involve streamlining existing business processes to unlock its full value.
- **Application division.** Build out the consolidated Seattle IT Application Division, bringing together more than 200 staff who develop, deploy, and support the City’s applications to facilitate greater collaboration and investment in common platforms.
- **Rationalization roadmap.** Develop a roadmap to reduce the number of duplicative applications in the City and eliminate applications that have largely been replaced but maintain orphaned functionality, reducing support costs while improving user experience.

SPOTLIGHT PROJECT

Service Desk Integration

In April 2016 three City of Seattle Service Desks were integrated into a single service desk as a pilot of the integration methodology that would be applied to other infrastructure services.

The City’s service desks already shared several pieces of technology, so one of the first changes implemented was to combine phone queues and allow “overflow” calls to route to the next available support technician. Increasing the pool of support personnel proved to be very successful, with maximum hold delays decreasing from 20 minutes at peak times to 5 minutes, and 95% of calls answered within 60 seconds, an improvement from 80%.

Nine additional infrastructure services were integrated in 2016, and additional team integrations will take place through 2018.





OBJECTIVE 5: MAKE IT A STRATEGIC BUSINESS PARTNER

Twenty years ago when the City created its first website, technology was considered to be a desktop computer and software installed on servers in the City's data center. Today, cloud computing, the Internet of Things (IoT), augmented reality, and a range of other advancements are challenging department awareness of what technology is and how it can add value to their business and the public they serve. The newly consolidated Seattle IT can help departments unlock the value of these technologies by helping departments align the right technology solutions to their challenges and opportunities.

- **Business Relationship Management (BRM).** Transform the former role of department IT director into a business relationship manager capable of aligning technology services and projects to enable departments to meet their strategic and operational needs. Develop a consistent set of methodologies and tools for scaling the BRM role to support all City departments.
- **Department IT strategic plans.** Develop department-specific IT strategic plans that align technology investments with the department business strategic plans and the City's IT Strategic Agenda. Developing these plans provides direction and focus for technology investment and drives organizational alignment.

OBJECTIVE 6: DEVELOP OUR WORKFORCE TO EVOLVE WITH TECHNOLOGY

With the rapid pace at which technology develops and changes, maintaining modern and innovative technology requires investment in the IT professionals delivering service to the City. Doing so will help create career-long opportunities for professionals who desire to work in public service.

- **Employee training program.** Develop a training program that helps employees maintain current knowledge of the tools that enable our key department services and of developments in the broader technology landscape, allowing Seattle IT to continually increase efficiency and envision innovative solutions.
- **Mentorship program.** Develop a mentorship program that will allow the exchange of learned knowledge throughout Seattle IT. This program will manifest in a variety of ways, including assisting our employees with career development and growth, foster high level of engagement and equip employees with tools to perform at their highest capabilities.
- **High performance culture transformation.** With the newly consolidated department, create a shared culture and performance management program that helps all employees understand their role in Seattle IT's success, facilitating a shared sense of responsibility and accountability and increasing consistent performance.

OBJECTIVE 7: CREATE CAPACITY BY INTEGRATING TEAMS

With the consolidation of teams into Seattle IT and the evolution of technology, similar services that were managed by separate teams can now be integrated. Bringing together teams performing similar work creates the scale to offer more robust solutions, creates opportunities for efficiency, and allows for greater resiliency.

- **Shared service team integration.** Bring together staff delivering similar services across legacy IT teams into a single shared service team, better balancing work with capacity and enabling the creation of standard processes, thus reducing costs and creating efficiency.
- **Space plan.** Working with FAS, develop a plan to co-locate Seattle IT staff over a multi-year period, allowing greater team cohesion and synergy while making the department's space a more attractive and conducive space for teamwork.
- **Enterprise contract management.** Analyze and begin reducing duplicate contracts to realize supplier leverage.

NEXT STEPS

With the City Council's passage of Mayor Murray's 2017-18 biennial budget, Seattle IT will translate the Strategic Agenda into a detailed implementation plan as part of its annual planning efforts. IT Directors will align their work plans, projects, budget requests and roadmaps with the priorities and objectives in this plan and be assigned responsibility for delivering on key initiatives. In addition to the initiatives described in this plan, new projects requested will be evaluated for their alignment to the priorities defined in the Strategic Agenda as part of the project intake and approval process.

Metrics will be created for each of the objectives in this plan. Progress will be monitored with regular reporting on the objectives listed under each priority. These reports will be shared with key stakeholders, including the Mayor's IT Subcabinet (MITS), the Community Technology Advisory Board (CTAB), and the public.

The City exists in a dynamic environment. Accordingly, this Strategic Agenda is also dynamic and can be adjusted to accommodate changes in City needs. At the end of each year Seattle IT will evaluate progress against the priorities in this Strategic Agenda, survey the City landscape and adapt for the upcoming year. In this way, the Strategic Agenda will continue to be a relevant tool for Seattle IT.



GLOSSARY

CTAB	Community Technology Advisory Board, part of the City IT governance structure. CTAB makes recommendations to the Mayor and the City Council on issues of community-wide interest relating to technology.
CRM	Customer Relationship Management. A CRM system enables users to centralize track and respond to communications sent by City constituents.
Data governance	The overall management of the availability, usability, integrity, and security of the data employed in an enterprise. A data governance program includes a governing body, a defined set of procedures, and a plan to execute those procedures.
Digital Equity Action Plan	A 2016 plan that charts City focus and action on goals for increasing digital equity. The plan was developed in partnership with community leaders, non-profit organizations, and members of the public.
Digital Equity Initiative	The Digital Equity Initiative was launched in response to the City's quadrennial Technology Indicators Report in May 2014. The Report found significant disparities in internet access and digital literacy skills for those of lower education, low-incomes, seniors, disabled, minorities, and immigrants. The City is investing in and action plan to draft a vision and then implement programs help to bridge the digital divide.
Enterprise architecture	A practice for conducting enterprise analysis, design, planning, and implementation, using a holistic approach for the successful development and execution of strategy. Enterprise architecture helps an organization achieve its objectives by enabling the delivery of business capabilities and stewarding technology resources to their most efficient and effective use.
ITIL	Information Technology Infrastructure Library. A set of practices for IT service management that focuses on aligning IT services with the needs of business.
IoT	Internet of Things. A network of physical objects or "things" embedded with electronics, software, sensors, and network connectivity, which enables these objects to collect and exchange data.
MITS	Mayor's IT Subcabinet, a City of Seattle IT governance body consisting of Department Directors and Mayor's Office staff.
Open by Preference	A City of Seattle policy to publish all its data to the public in machine-readable formats, after privacy and security have been accounted for.
SaaS	Software as a service. A software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted. It is sometimes referred to as "on-demand software."

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