



Seattle
Information Technology

Seattle IT Strategic Plan

2025 - 2027

Delivering **One Seattle**





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Dear Colleagues,

Seattle Information Technology (Seattle IT) empowers and enables people through cutting-edge tools and information, harnessing their potential to serve our community. Our mission focuses on using technology and innovation to address Seattle's most pressing challenges and priorities: **Public Safety** concerns, **Housing and Homelessness**, the **Health** and wellness of our residents, and a **Thriving Seattle** that brings economic opportunity to our residents. For the years 2025-2027, Seattle IT is launching a new IT Strategic Plan that aligns with the City's Mission as well as budget and departmental priorities. My thanks to the 280+ City of Seattle Employees and partners who contributed their time and thoughts to this product.

It cannot be understated that we are at a pivotal moment in government, technology, and history. The post-pandemic recovery and the growing demands of a digital public and workforce continue to reshape cities. Emerging technologies and risks—such as artificial intelligence, advancing cybersecurity threats, data science, sensing technologies, misinformation campaigns, new productivity, and collaboration solutions—present transformative opportunities to enhance our teams and serve our community, as well as moments to lead the responsible use of technologies as they affect the most vulnerable of us.

IT 2025-2027 Master Objectives and Key Results

In this strategic plan, you will see clear priorities – how Seattle IT is positioning over time, what will deliver the outcomes we aim for, and how we are building an IT culture shaped around trust and performance. The following mechanisms guide us in achieving our goals:

1. **Guiding Priorities** that shape City resources and activities through the City roadmap;
2. A **Coordinated Strategic View** that ensures a unified vision across City departments;
3. Defined by Seattle IT's Annual Work Plan and the department's Objectives and Key Results for the fiscal year, a **Directed Tactical View** translates strategy into action and consistent results;
4. Seattle IT teams maintain aligned **Work Management** through practices including scrums, kanban, retrospectives, collaboration tools, and team rituals that drive consistent progress; and
5. Centering **Team and Contributor Development** through performance management, coaching, mentoring, training, and constructive feedback.

We will never lose sight of the fact that we get to help 780,000 residents, 100,000 businesses, and 13,400 colleagues excel in their lives and careers. **In Seattle IT, we want to be as exceptional as the community we serve.** No IT team in the nation is better equipped to meet the challenges ahead than we are. Thank you for being a part of Seattle's continuing journey! To the mission ahead... Your teammate and CTO,

Rob Lloyd
Chief Technology Officer and
Director of Information Technology
City of Seattle
Information Technology Department



Executive Summary

The **2025-2027 Seattle IT Strategic Plan** outlines the City of Seattle's vision for leveraging technology to create a smarter, more connected, and resilient community. Our plan provides a roadmap for digital transformation focusing on *equity, cybersecurity, public engagement, and service excellence* while aligning our technology investments with broader city priorities, such as public safety, housing and homelessness, health, and a thriving Seattle. The plan addresses both opportunities—such as AI potential and community partnerships—and challenges, including outdated technology and talent competition.

Key strategies include:

- Adopting digital and artificial intelligence (AI) services to improve efficiency and decision-making.
- Enhancing cybersecurity to protect city infrastructure and resident data.
- Building integrated, personalized service delivery systems that ensure seamless access to city services for all residents.

For example, digital and AI services can streamline public safety responses, while improved cybersecurity measures will address growing threats. Personalized service delivery aims to enhance user experience by providing human-centered interactions across multiple city platforms while maintaining a consistent look and feel.

Metrics and performance tracking are central to our approach. They allow us to measure success and demonstrate value to the public while enabling city leaders to provide the best possible services. Seattle IT aims to foster trust and collaboration across the community by enhancing user satisfaction, operational reliability, and transparency. This plan outlines steps to ensure that Seattle remains at the forefront of municipal technology innovation, benefiting all residents.

Together, we can ensure that technology becomes a true enabler for a thriving Seattle, supporting growth, improving equity, and fostering resilience across our city.



Introduction & Approach

The 2025-2027 IT Strategic Plan describes how Seattle IT is leveraging existing and emerging technologies to enhance public services, improve quality of life, and address the challenges faced by our community.

Our strategy focuses on modernizing outdated systems, improving cybersecurity, and developing our workforce to better serve residents. It also addresses issues such as talent competition and resource allocation and centers on the need for cross-departmental collaboration, setting a course for digital transformation and equity in service delivery. With this strategy, we aim to strengthen trust, collaboration, and engagement with our stakeholders, ensuring that technology supports our broader community goals.

A significant piece of this Strategic Plan is the feedback process built into its development. The tech landscape is a dynamic space in which continuous review and assessment of our services and performance plays an important role in how we best deliver technology to the City of Seattle. Identifying and leveraging feedback loops will ensure Seattle IT remains aligned with our clients and customers (see Figure 1), simultaneously creating space for adjustments and changes as necessary throughout the timeframe of this strategic plan.

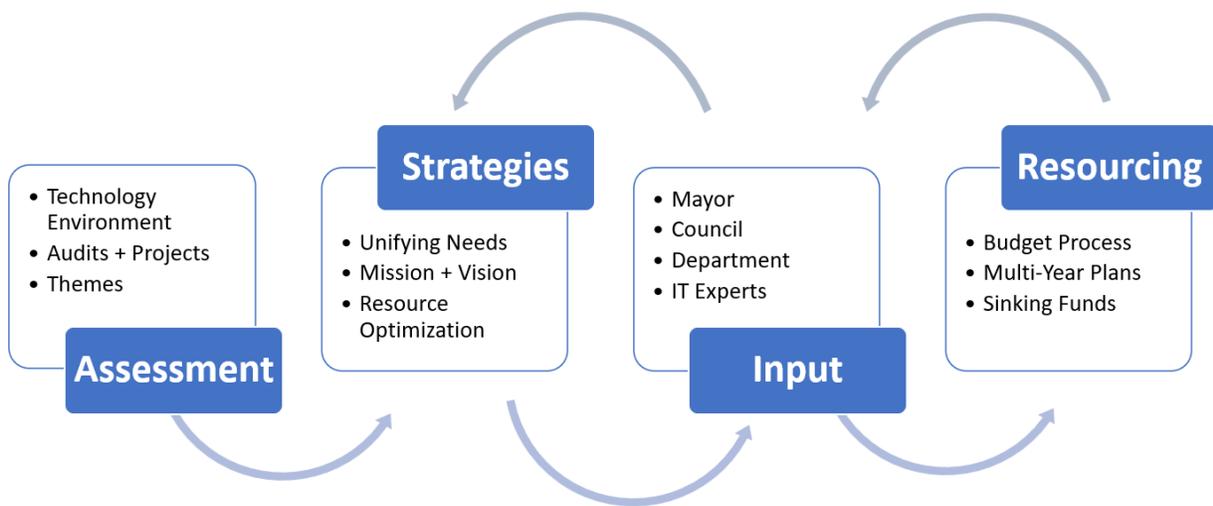


Figure 1: Seattle IT Strategic Planning Process



As the City of Seattle continues to build on its “One Seattle” strategy, Seattle IT is uniquely positioned to contribute to the overall success of this initiative. Through stakeholder engagement, thoughtful and thorough analysis, and innovative planning, Seattle IT will execute this strategic plan – enabling City departments to more effectively serve our residents.

The development of this Strategic Plan centers on key IT directions observed in the larger tech industry (see Figure 2 below), and the strategies outlined in this plan aim to set up Seattle IT to successfully deliver powerful technology solutions to our departments and residents.

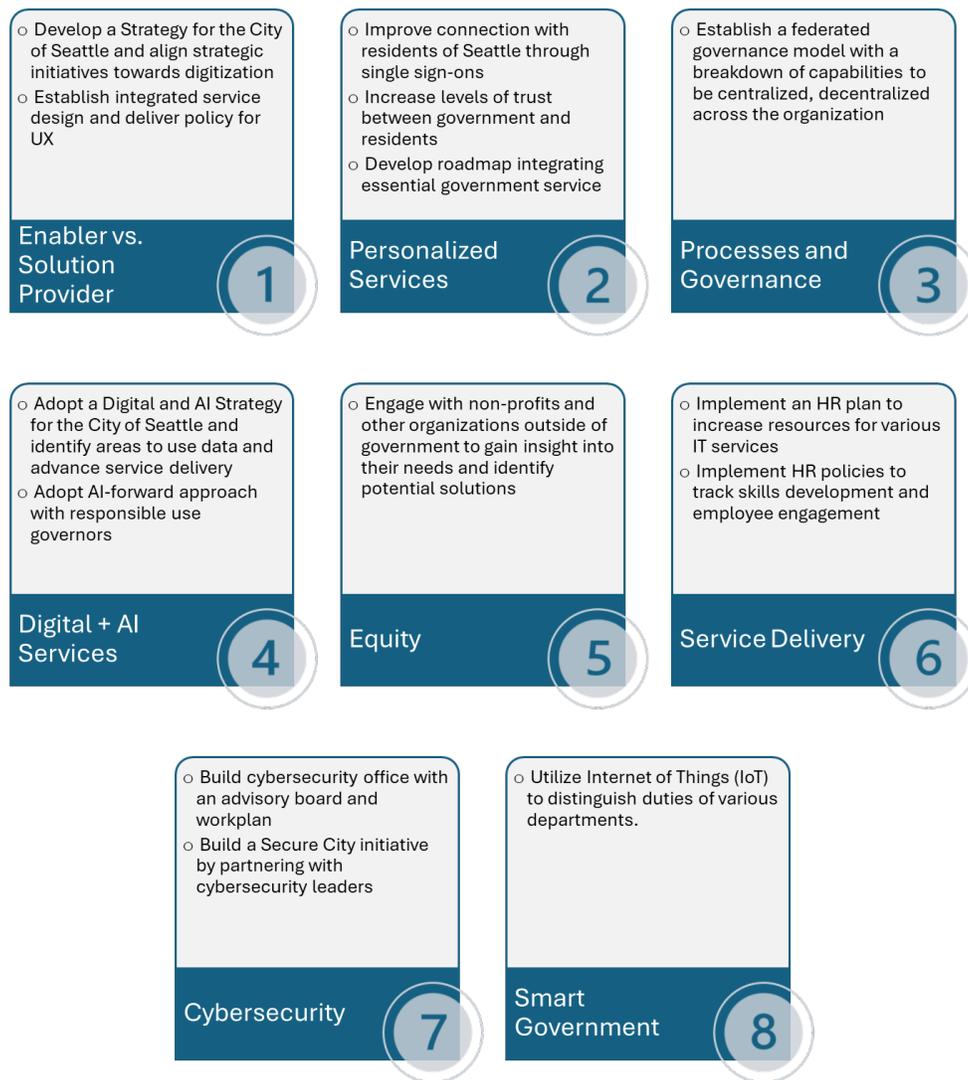
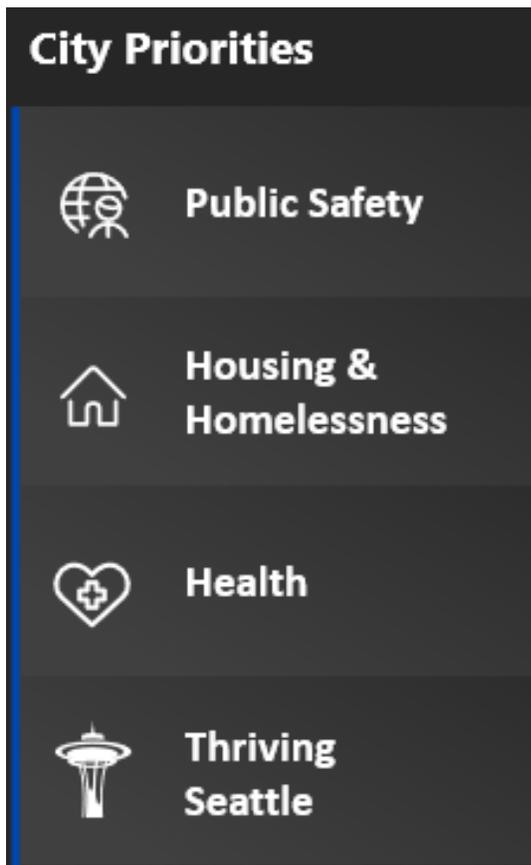


Figure 2: Key IT Directions observed in the larger tech industry. (Multiple Sources.)



Strategic Themes and City Priorities

The IT Strategic Plan for 2025-2027 is aligned with the City of Seattle's core priorities, which include *Public Safety, Housing & Homelessness, Health, and Thriving Seattle*. These themes are central to the City's mission to improve quality of life for all residents while ensuring equitable access to services and provide important context for Seattle IT priorities and initiatives. By aligning IT priorities with One Seattle priorities, Seattle IT can set clear, attainable targets to further these City initiatives.



Public Safety

The strategic plan leverages technology to enhance emergency response, improve coordination among first responders, and ensure community safety. This includes initiatives such as **real-time data integration** and **digital tools for public safety personnel**.

Housing & Homelessness

Technology will play a critical role in addressing housing challenges, including better **data management to connect individuals with housing resources**, and enhancing **service delivery for homeless support programs**.

Health

This plan supports health initiatives through improved **data sharing**, increased **access to health services**, and ensuring **data privacy and security**. IT initiatives will enable seamless collaboration across city departments to support public health.

Thriving Seattle

Investments in technology aim to support a thriving downtown and local economy. This includes expanding **digital services to businesses**, enhancing **public engagement platforms**, and ensuring **equitable access to city resources**.

Figure 3: City of Seattle Core Priorities

Aligning our initiatives with these priorities ensures that our technology investments fully support the City's goals. The 2025-2027 Seattle IT Strategic Plan focuses on technology that supports day-to-day operations and acts as a catalyst for innovation, community well-being, and growth.



Voice of the Customer and Assessment Analysis

Seattle IT is committed to ongoing dialogue with stakeholders to ensure that technology initiatives meet community needs. This strategy centers on continuously incorporating client feedback and assessment findings, emphasizing inclusivity, transparency, and responsiveness.

Feedback Loops

Seattle IT has established multiple channels for gathering input from residents, businesses, and internal stakeholders. These include surveys, public forums, and inter-departmental collaborations to gather insights on key issues such as access to digital services, security concerns, and system usability. By keeping these feedback loops open, Seattle IT can adapt its strategy to meet community needs to foster a thriving Seattle.

Stakeholder engagement has highlighted recurring themes, including the need for resource efficiency, enhanced cybersecurity, support for AI-driven solutions, and a strong focus on equity. These insights have shaped strategic imperatives to improve service delivery, ensure security, and use technology to support underserved communities.

Seattle IT Customer Satisfaction Survey

As part of Seattle IT’s commitment to stakeholder engagement, the department will be conducting an annual Customer Satisfaction Survey to be completed by City staff outside of the department. In addition, a concurrent survey will be conducted to better understand how Seattle IT staff rate the services provided by the department. The data and findings from these surveys will be a crucial component of our Voice of the Customer work – allowing us to anticipate potential changes to the ITD Strategic Plan. Furthermore, repeating this annual survey over the time span of this Strategic Plan will provide longitudinal data to show progress on our commitments and initiatives.

The first iteration of this survey was conducted in December 2024. Respondents were asked to rate their “overall satisfaction” regarding services they received from Seattle IT in 2024. Below are the percentage

of respondents who rated their overall satisfaction as “good” or “excellent”:

- Seattle IT Overall: **68.9%**
- Service Desk/Help Desk: **77.8%**
- Applications: **64.0%**
- Project Delivery: **54.3%**
- Infrastructure: **64.1%**
- Cybersecurity: **70.4%**
- Privacy Office: **62.3%**
- Communications: **67.4%**

As we continue to work through our strategic plan, our goal is to have each of these overall satisfaction figures reflect a value of 80% or higher responding “Good” or “Excellent.”



Seattle IT Audits and Assessments

Audits can yield valuable insights into industry trends and areas for improvement. Every City department has areas that are subject to audits, which are formal inquiries into an organization's finances, assets, operations, and/or regulatory compliance. Given the ubiquity of IT services to almost all City processes, our department is involved in several departmental audits, including our own.

Emerging compliance areas, such as the new federal mandate for digital accessibility, require more oversight and direction for our partners. The broad themes and common findings related to these exercises will inform our strategy and organization structure.

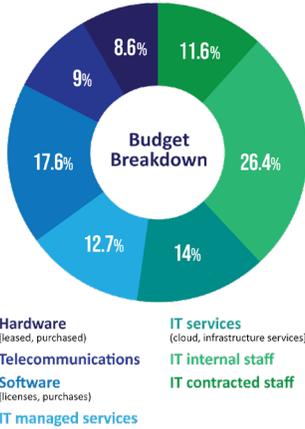


Figure 4: Key Themes from ITD Audits



Comparative Budget/Financial Data

No strategic plan can be successful in a vacuum. As noted earlier, this plan has been developed with and influenced by a considerable amount of input from our departmental partners and external resources.



One point of reference includes comparative information from GovTech regarding budget audits and best practices to see how Seattle IT stacks up alongside other state and local governments.

According to GovTech, **Top States IT spending by Categories** (see Figure 5 on the left) reveals that top states spend most of their budget on labor (38%), with 26.4% of the budget on internal staff and 11.6% on contracted staff. Following labor spending is Software, which includes licenses and purchases that make up 17.6% of States' IT budget. Leased and purchased Hardware constitutes the least spending of the budget (8.6%), followed closely by Telecommunications, where spending is 9%.

Figure 5: Top State Government IT Spending by Categories, (Source: GovTech)

Looking at **Top Cities Government IT spending** (see Figure 6 on the right), like States, the majority of the budget spending is allocated to labor (44%), with 39.4% of the budget on IT internal Staff and 4.6% on IT Contracted Staff. Following labor, purchased and licensed Software constitute 18.4% of the budget again like Top States IT spending. Leased and purchased Hardware spending is at 12.4% among Top City Government IT and Telecommunications is the least at 7.3%.

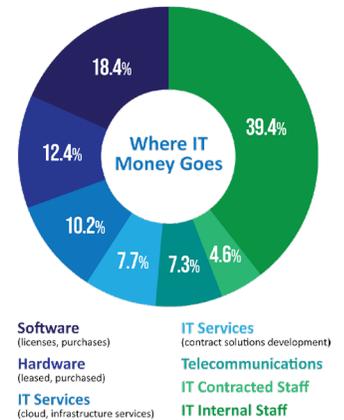
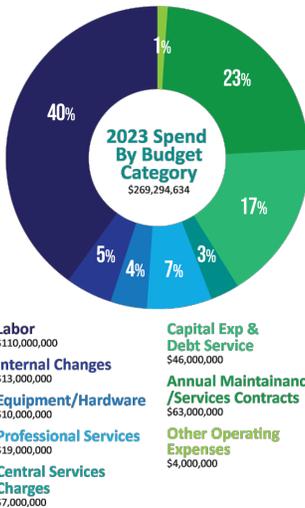


Figure 6: Top State Government IT Spending by Categories (Source: GovTech)



In comparison, Seattle IT's spending in 2023 is shown by Figure 7 on the left.

While the City of Seattle does not use the exact budget categories as shared by GovTech for Top Cities and States IT Spending, labor is the largest spending category, like Top Cities and States at 40%. Further analysis reveals Seattle spends more than average on software licenses. Additionally, Seattle IT tends to rely less on professional services and invest more in employee development compared to peer governments.

Figure 7: 2023 Seattle IT Spending



IT Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis)

The IT Strategic Plan includes a thorough SWOT analysis that identifies Seattle IT's strengths, weaknesses, opportunities, and threats. This analysis forms the foundation for developing initiatives that build on existing capabilities while addressing critical areas of improvement.

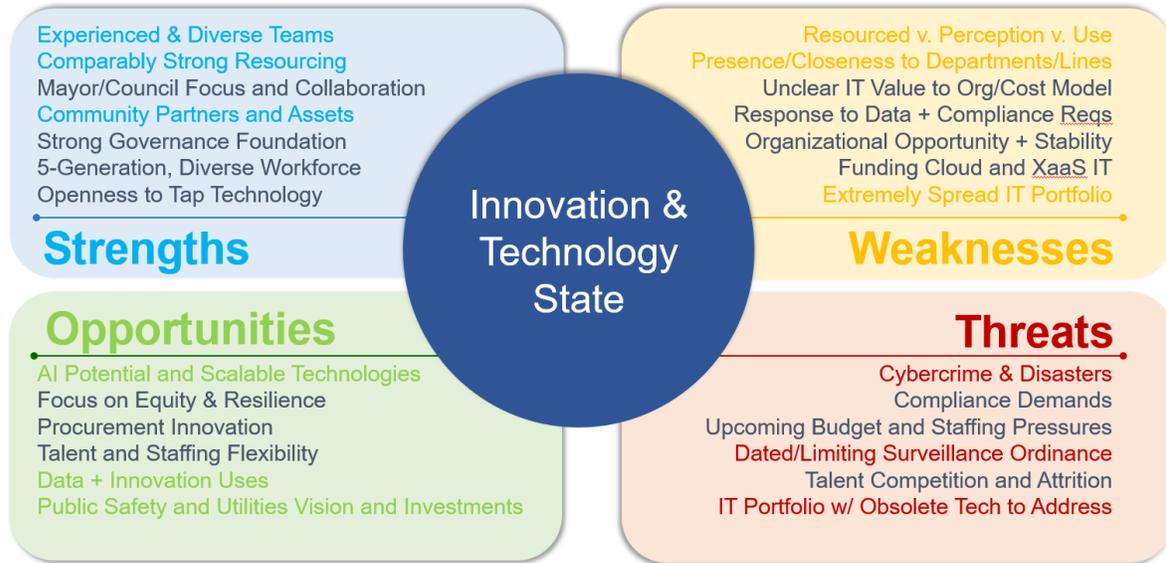


Figure 8: 1 Seattle IT SWOT Analysis

Strengths - Seattle IT's experienced teams and commitment to innovation are some of the key strengths driving the strategic plan. The department's strong governance foundation and established community partnerships also contribute to its ability to deliver impactful IT services.

Opportunities - Opportunities include expanding the use of data-driven insights to improve decision-making, enhancing cross-departmental collaborations, and leveraging emerging technologies to streamline city operations. The potential to adopt AI and automation tools presents significant opportunities to improve efficiency and service delivery.

Weaknesses - Some of the existing challenges include outdated technologies, an excessive inventory of legacy systems, and the need for more cohesive IT portfolio management. Talent competition and resource allocation constraints also pose risks to the successful implementation of the IT strategy.

Threats - External threats such as increasing cybersecurity risks, compliance demands, and budget constraints could hinder progress. The competitive market for IT talent, combined with pressures from limiting surveillance regulations, may also impact the department's ability to meet strategic objectives.



Key Strategies for Delivering One Seattle

Our IT Strategic Plan aims to deliver One Seattle through a unified and transformative approach that integrates technology across City services. These strategies are designed to create a cohesive digital experience that benefits all residents, enhances City operations, and supports One Seattle initiatives.



Figure 9:2 Key Strategies for Delivering One Seattle

I. Connecting to Departmental Missions

Building a close and visible presence with each department is crucial for fostering trust and understanding. By regularly engaging with department team members, the IT team can better understand their unique work, challenges, and objectives. This approach allows IT professionals to act as collaborative partners rather than a distant support desk, positioning them as a proactive resource.

Key strategies include:

1. Proactive engagement by all Seattle IT Divisions
2. Tailored Solutions
3. Road-mapping
4. Resource Coordination

II. 311

Responding to and fulfilling resident requests for service reinforces the trust relationship between the community and the municipal organization. Municipal organizations are defined by multibillion-dollar infrastructure and thousands of professional employees working in their functional areas.

Customer service and response structures can be built across departments and functions by collaboration and data systems for Seattle. Delivered well, a strong customer response function also supports a local government's emergency response services by defraying demand from 911 and Public Safety Answering Point call handling, allowing their focus to remain on life/safety contacts. This will be essential to respond to the Citywide Downtown Activation Priority.



Key strategies include:

1. Omnichannel Support with Privacy.
2. Complete Services with Fulfillment.
3. Department Work Systems Integration.
4. Correctly Staff, Tool, and Support Use of Data.
5. Virtual and Intelligent Agents.

III. High-Growth, Flat, Communicative Organization

Creating an organization that is high-growth, flat, and communicative involves fostering an environment that empowers employees, accelerates innovation, and prioritizes open communication at all levels. High-performance multi-generational organizations are dynamic, focus on rapid learning, and show continuous improvement without fear or inhibition. A flatter organizational structure reduces hierarchies, streamlines management, and enables faster decision-making with employees being empowered and taking ownership of their roles.

In Seattle IT, there is also an imbalance with a lack of entry-level positions relative to the number of management positions.

Key strategies include:

1. Empowering Employees – providing autonomy to employees encourages innovation and agility.
2. Promoting Transparency – The foundation of a communicative culture is accurate information flowing freely.
3. Fostering a Culture of Continuous Learning – A high-growth environment where innovation and adaptability encourage employees to pursue professional development, experiment with new ideas, and learn from failures.

IV. Public Safety IT Division

The evolving demands on public safety services, coupled with rapid advancements in technology and Seattle's forward-leaning approach to [Community Assisted Response and Engagement](#) (CARE), allow the City to take a strategic and merged-data approach to how our organization supports the technology, information, and collaboration needs of Seattle's first responders to best optimize resources for impactful outcomes. The purpose of this Public Safety Division is to connect, unbridle, and transform public safety responders and operations to make Seattle safer, healthier, and integrated with City resources through technology-driven solutions.



Key Strategies include:

1. Strengthen the collaboration and operational efficiency of CARE low-acuity response teams, Police, Fire, and Emergency Management.
2. Use and sustain unified tools for communication, dispatch, decision-making, and resource allocation to ensure timely and effective responses.
3. Use data to measure the effectiveness of interventions and adjust strategies for improved outcomes while protecting residents' privacy.
4. Deploy advanced technologies such as GIS mapping, real-time data feeds, and predictive analytics to provide responders with a comprehensive understanding of incidents.
5. Ensure frontline personnel have access to critical information at the right time to improve decision-making under pressure.

V. Next-Generation Cost Allocation

To optimize our technology footprint, Seattle IT must tackle key challenges and considerations that involve both strategic alignment and operational efficiency.

Through collaboration with business units Seattle IT can uncover cost-saving opportunities while demonstrating the value of IT cost optimization and contribution to City and departmental goals.

Financial transparency serves as a cornerstone and can be furthered by establishing clarity around cost drivers, including shadow IT.

Key strategies include:

1. Cost Optimization – Optimizing IT costs must become an enduring, embedded practice rather than a one-time initiative.
2. Refining Project and Investment Management Processes – ensuring expenditures align with strategic goals, prioritize initiatives and track benefits.
3. Provide Active Transparency – leverage tools like zero-based budgeting and portfolio rationalization, helping direct resources to initiatives with the greatest return.



Portfolio Focus Areas and Planned Initiatives

Our IT Strategic Plan includes key portfolio focus areas that will drive Seattle’s technological landscape over the next three years. These focus areas ensure that projects align with City priorities and that resources are managed effectively to support successful implementation.

Project and Capacity Management

This focus area includes effective management of *IT assets*, *contract workflows*, and *capacity planning*. Inventory management, resource allocation, and ensuring adequate project capacity are critical components to deliver seamless services across departments. Prioritizing projects in alignment with City and IT objectives will enable the team to stay focused on project delivery and resource management. By optimizing these areas, Seattle IT aims to enhance efficiency, reduce redundant processes, and improve service delivery.

Upcoming Projects

Several upcoming projects are crucial to achieving the City's IT vision. Notable initiatives include the creation of a *Public Safety Technologies Division* within Seattle IT aimed at enhancing emergency response systems, and *digital transformation* efforts to integrate services across various City departments. The plan also includes projects for *upgrading infrastructure*, *expanding data analytics capabilities*, and enhancing user experiences through *personalized digital services*.

IT will enable all Seattle’s projects

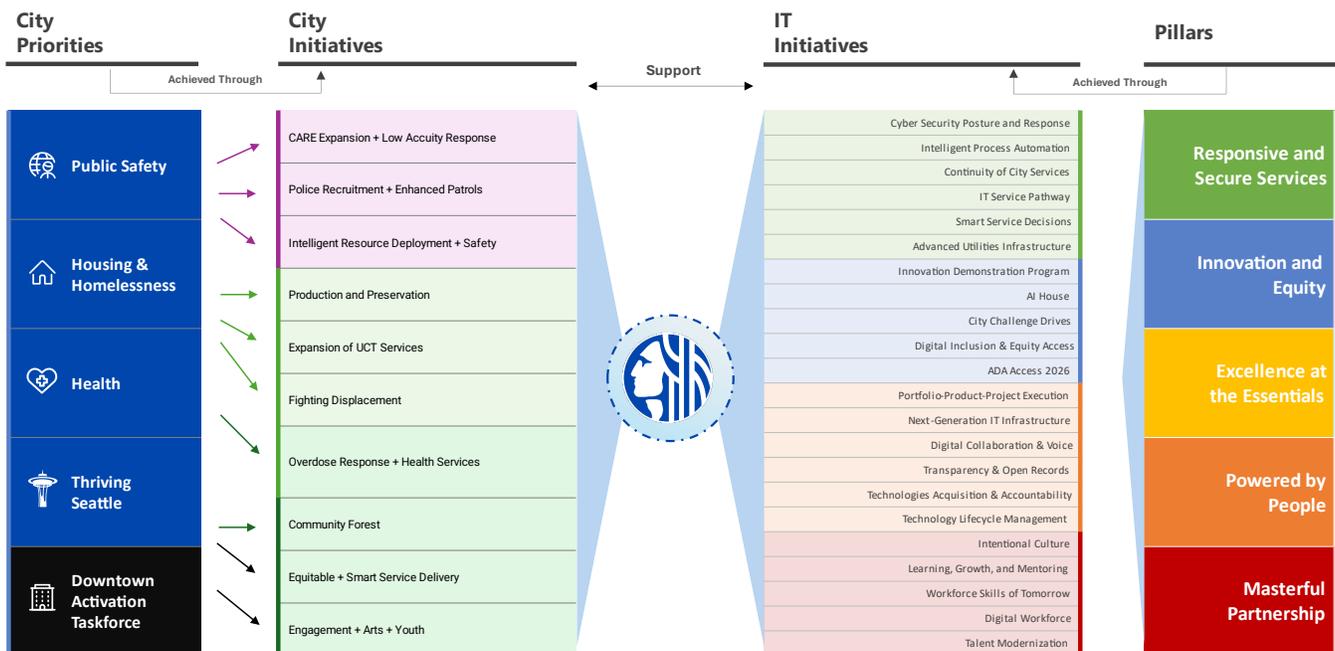


Figure 10: Alignment of IT with the City Priorities and Initiatives.



Metrics and Performance Tracking

Tracking and measuring the success of IT initiatives is a critical component of this strategic plan. By establishing clear metrics, Seattle IT ensures accountability and demonstrates value to the community.

Success Metrics

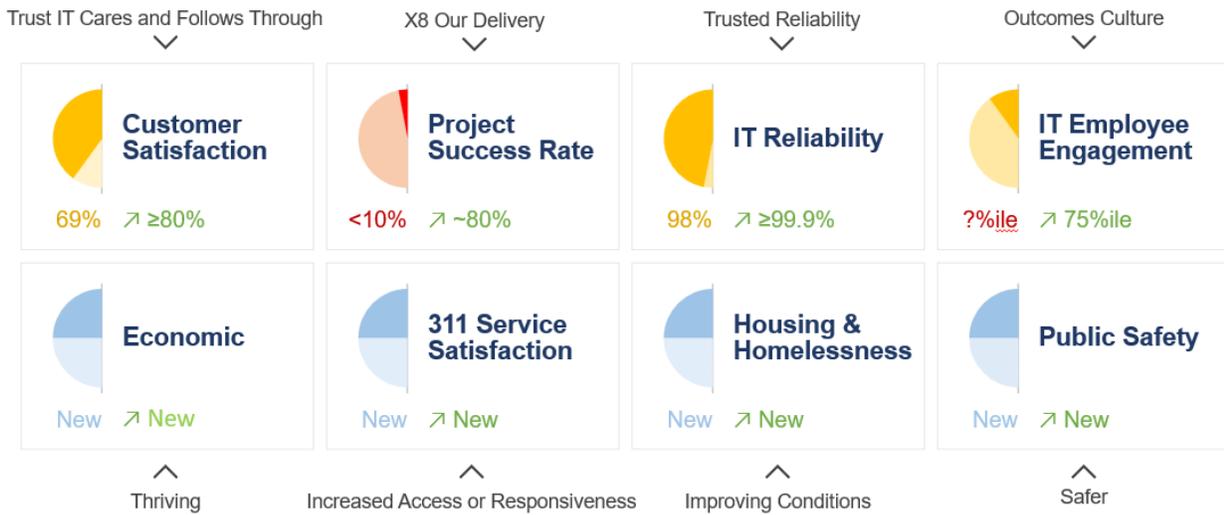
IT success will be measured using a combination of standard key performance indicators, including project success rates, user satisfaction scores, system uptime, and responsiveness. Metrics such as the percentage of projects completed on time and within budget, service desk response times, and incident resolution times will provide insights into IT's effectiveness.

Commitment to Transparency

To maintain public trust, Seattle IT is committed to publishing performance reports or sharing relevant data through the Open Data Portal regularly. These reports will highlight progress against key metrics, demonstrate areas of success, and identify opportunities for improvement. Transparency in performance tracking helps build community confidence in the city's use of technology and resource allocation.

Figure 11: Technology Services Metrics

Technology Services Metrics





Work Management

This ITD Strategic plan supports and delivers City priorities in a three-year horizon. The strategies and priorities of this plan shape our work to leverage technologies in delivering on these City priorities. IT organizational structure, performance metrics, and budget/resource investments align to a one to two-year horizon. **The Seattle IT Workplan** provides a one-year outlook of high-priority deliverables and their associated work items – accompanied by regular status updates and progress reports to relevant stakeholders.

The structure of the Seattle IT Workplan reflects a division of work into three categories:

- **Maintain:** work that will sustain the current state of a particular process or platform
- **Projects:** work that shapes our technologies and/or processes towards a desired state
- **Assess & Plan:** work that prepares our infrastructure and processes to incorporate emerging technologies and IT practices

In addition to these categories, each workplan item will be assigned to at least one Seattle IT staff member, clarifying the contribution and responsibility for each item.

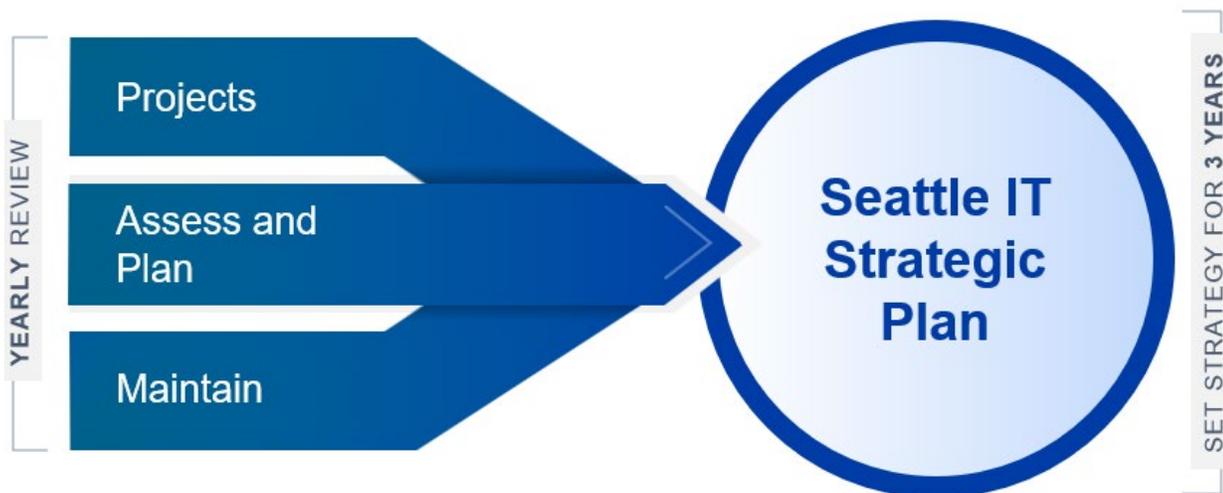


Figure 12: Workplan elements as inputs for Seattle IT Strategic Plan



Representative Workplan Items in 2025

Responsive & Secure Services

- Achieve $\geq 80\%$ "Good" to "Excellent" overall ratings from customers in the City customer service survey on IT services.
- Achieve $\geq 99.99\%$ uptime and availability for City network, voice, storage, and critical server services and $\geq 99.98\%$ uptime and availability for business systems, exclusive of approved downtime.
- Achieve 90% cybersecurity training and testing compliance for 2025.
- Respond to all service/help requests within two hours. Resolve $\geq 70\%$ of problem cases at first call; $\geq 85\%$ within two business days; and $\geq 98\%$ within three weeks.
- Meet 95% of CPRA and Privacy process deliverables and deadlines in coordination with departments.
- Ensure the renewal of the cybersecurity insurance policy.

Innovation & Equity

- Complete Enhanced Service Pathways effort by 9/30/2025.
- Complete implementation of Microsoft 365 Copilot across the city's Microsoft applications by 12/31/2025.

Excellence at the Essentials

- Maintain Wait Times of < 3 minutes, answer rate of > 85%, and First Call Resolution rates of > 70%.
- Complete establishment of Application Lifecycle Management Program by 08/31/2025.
- Maintain all audit, budget, fiscal, cost allocation, and procurements to deadlines, standards, and high user satisfaction.

Powered by People

- Achieve 60th-percentile engagement, as measured by standardized employee survey.
- Place Seattle in the top ten of the annual Digital Cities Awards.
- Maintain an average monthly vacancy rate of <10% with quality hires as appraised by IT divisions.
- Complete ~80% of departmental projects within a defined time, on budget, in scope, and within stakeholder satisfaction limits.
- Run quarterly Public Safety Technology Steering Sessions for shared standards, priorities, roadmaps, and coordinated projects.
- Complete RFP for Enterprise Content Management System (ECM) upgrade by 10/1/2025.



Strategic Outcomes and Impact

Our IT Strategic Plan aims to deliver tangible benefits that contribute to a more connected, efficient, and equitable city. These outcomes will be a direct result of the various initiatives and strategies outlined in the plan.

The plan is expected to lead to improved equity in access to technology and digital services, enhanced cybersecurity measures to protect city infrastructure and residents, and increased user satisfaction through more efficient and responsive services. The focus on leveraging data and AI will also enable better decision-making and proactive service delivery.

These strategic initiatives are designed to have a lasting positive impact on the community. By bridging the digital divide, enhancing public safety, and providing streamlined access to services, Seattle IT will help to create a thriving, inclusive city where technology empowers all residents. Enhancements in public engagement platforms and digital equity initiatives will enable community members to benefit from the city's technological advancements.

Conclusion and Next Steps

The City of Seattle's IT Strategic Plan sets a clear path for a smarter, more connected future. As we move forward, Seattle IT will focus on the implementation of the initiatives outlined in this plan, ensuring that each project contributes to the broader vision of an equitable and resilient community.

Key next steps include prioritizing project timelines, allocating resources effectively, and maintaining transparency throughout the implementation process. Regular updates will be shared to keep everyone informed on progress, milestones, and any adjustments.

Seattle IT is committed to fostering an environment of collaboration and transparency. The pillars of our work—Responsive and Secure Services, Innovation and Equity, Excellence at the Essentials, Powered by People, and Masterful Partnerships—are focused on improving customer satisfaction, empowering our workforce, driving innovation, and ensuring reliable, equitable services for the community.

We invite all community members to provide feedback, share their perspectives, and participate in the city's technology journey. Your input is vital to shaping a future where technology truly empowers every resident and strengthens our community.

For more information or to provide your feedback, please visit our website at: seattle.gov/tech