November 12, 2024 Meeting - Seattle Community Technology Advisory Board

Topics covered included: Welcome new Chief Technology Officer Rob Lloyd; 2024-2025 CTAB Workplan; Committee Updates

This meeting was held: November 12, 2024; 6:00-7:30 p.m., via Webex

Attending:

Board Members: Coleman Entringer, Omari Stringer, Isabel Rodriguez, Hailey Dickson, Aishah Bomani, DeiMarlon Scisney, Femi Adebayo

Public: Dorene Cornwell, Mark DeLoura, Sanchit Gera, Call-in user 2, Brittany Flores, Lassana Magassa

Staff: Rob Lloyd, Tara Zaremba, Brenda Tate, Vinh Tang, Cass Magnuski

18 In Attendance

Omari Stringer: I will go ahead and kick us off with the introductions. Hello, everyone. I am Omari Stringer, co-chair. I am calling in tonight from the Central District. I will save the room for last, and just go off of the list.

INTRODUCTIONS

Omari Stringer: I think that's everyone. So, next up on the agenda is the approval of the minutes and the agenda. Can I get a motion to approve?

DeiMarlon Scisney: I move to approve the minutes.

Omari Stringer: Can I get a second?

Coleman Entringer: Second.

Omari Stringer: Thank you. All in favor? Any opposed or abstentions? Motion carries. If anyone would like to make a motion to approve tonight's agenda?

Isabel Rodriguez: I move to approve.

Omari Stringer: Thank you. Slight modification, so we will have Hailey Dickson speak to some updates, as well, during the CTAB updates. Can I get a second?

Hailey Dickson: I'd like to be added to the agenda to speak on something from our last meeting.

DeiMarlon Scisney: Second.

Omari Stringer: Thank you, D. And a vote to approve tonight's agenda? All those in favor, say 'aye.' Anyone opposed or abstaining? Motion carries. That should cover our housekeeping for the first portion of tonight. Next item on the agenda is a warm welcome to the new Seattle IT Chief Technology Officer Rob Lloyd. We are looking forward to hearing from you, Rob. I think Vinh Tang has your PowerPoint available.

Rob Lloyd: Thank you very much. We'll start with the obligatory slide where I am supposed to try to impress you. I joined the organization back in June this past year, coming from the City of San Jose, where I was previously the deputy city manager of transportation, aviation and technology. I also had the city council's priority area for planning and permitting. I joke that the punchline failed on that one because I did not solve Silicon Valley's affordable housing problem. But we did make some strides in terms of construction starts and affordable housing in terms of numbers, but it was really fun. We got the number one airport in the country, got $5.1 billion to start the trains to downtown San Jose. San Jose was number one in the nation for the Digital Cities Awards for two years. This past year was number two. A lot of fun there. What was really attractive to the City of Seattle for its One Seattle vision, what Mayor Harrell was accomplishing that vision in partnership with the technology community. And a lot of colleagues I have from Seattle, including an invitation to apply here. Before that, the

City of Avondale, AZ as the chief security officer and chief information officer there. The City of Ashland, I was actually director and chief information officer with the telecommunications utility and electric utility. And Colorado Parks and Wildlife, a statewide organization. So, diverse experience there. And below that are just some credentials.

The first 100 days that I defined with the Mayor and our Deputy Mayor and others, there are a couple of areas that I want to focus on. Coming into an organization, it is really important to understand the dynamics of how it works. And one is connecting with the partners on the team, seeing and being humble enough to try to understand who is working, what the priorities of the organization are, and how it really flows. We had a lot of key work that was already underway, Work Day as a project, we have a CAD system, we have telestaff and the Fire Department. About eight major projects that were underway. We also had a major budget reduction and I had about two weeks to work on that. We will dive into that a little bit more in the future slides. I wanted to start working with departments very quickly, as we were in the midst of a two-year budget process. Where does Seattle need to be, according to the Mayor's vision; where departments need to be in 2025 to 2027; and what we are hearing form City Council, so that we can align with the priorities and make sure the technology, which isn't just managing technology well, but is really accomplishing an delivering on the value and goals and priorities written large. We can all fall into a trap where we are saying that we are managing applications and infrastructure. But really, we want to be able to say that we are creating the value that hits communities and neighborhoods and delivers for businesses, and creates generational opportunity. That's actually a harder endeavor, but we will dive into more of that as we talk about the strategic plan.

So, I wanted to go through what we had as we dived into the budget right away. Immediately upon landing, I had a wonderful assignment of saying how do we help solve a quarter of a billion dollar deficit within the budget. That was about $24 million. The way we describe that is the City set some priorities about staying focused on public safety, and housing and homelessness, and health, and addiction, as well as a thriving Seattle and economic vitality of downtown and other parts. If you look at that visually, that means that we kind of freeze the bottom half of this chart of the general fund budget which supports general operations. It also means that we focus the cuts on the top half. So, the internal services, and the general services that the community receives. Another way of putting that is that IT, HR, financing, and other areas really had to focus on how they were going to absorb the cuts, and we had to look at other creative ways to use revenues to fill in that gap. That was the first month and half of my landing here. How do we then process those $24 million in cuts in a way that we can make credible cuts, but not be so impactful as to cause major deterioration of the City's services. I want to cover that with CTAB and talk about how we approached that. What we did was -- I used to be a budget analyst for about seven years for iT departments,

and we went through past projects and said what we implemented, what did it replace, and cutbacks. We took a look at services and asked where are there multiples of the same type of service and cut those things. We took a look at duplicate services. We said where is there a multiple of the same type of service or good. We have those things. We took a look at where the priorities were and what was reducing and we said let's make fewer projects. So, we cut that service. We are expecting less staff on the general fund side. We expect fewer support calls. So, we wound up to where the City said its priorities were and we made a lot of budget maneuvers to make sure that, ultimately, that $24 million was impactful, but not on an operational level severe. And then also, even though we cut 63 positions net, 19 of those actually were filled with staffed positions. So, we did a lot of work to make sure that the cuts minimized the impact on filled positions to try to give ourselves some space to work within our staffing resources, and to look into 2025, to reposition some things. I also want to say that as we look into 2026, that also looks like a down year, and the work I am doing with our staff and instructions I have to staff is also planned for a scenario where we might have additional reduction targets. So, this is step one, but we also have to be eyes wide open to what might come ahead, and how we can use processes and technologies in the priorities ahead of us to take care of this year, and to be strategic about the investments we make to also prepare for next year. That's the work that we've done.

I want to show you what that means in terms of staffing levels and our funding rates. You will notice, interestingly enough, that even though we had major reductions, most of the rate impacts were actually on the direct bill side, and not the allocated side. What that means is because of where the bills were and where the increases were. For example, on licensing costs, infrastructure costs, cybersecurity costs, we didn't have a huge impact on our ongoing costs for the bills that continue. That is because a lot of our contracts and licenses are kind of locked in for periods of years. But where we have staffing costs, that was the major line that you see there. Infrastructure and project costs: You will see that on 42 to 33,as well as the projects that come from our enterprises.

As we go into the budget, we must also ask ourselves where we need to line up to talk about the priorities that were represented in the City's budget, and how that shapes where IT needs to be in 2025 to 2027. What I explained to the IT organization is we have a lot of change going on. There is return to office, there is where the cities across the U.S. are talking about how they need to transform post-Covid. They are still coming through economic frugalities, how towns are looking as economic engines, return to office, what buildings are looking like in terms of business, commercial retail, residential, but also how we are looking at the priorities the City is setting, and what is hitting and impacting in terms of homelessness and blight, the public safety demands, and all of the things that all of the big cities are seeing. But some of us are going to be more successful than others. IT needs to be one of the most powerful tools in the

organization at connecting all of the departments to be successful. Departments used to be very independent and siloed. There used to be just transportation issues. There used to be just human services issues. When we talk about homelessness, and when we talk about Vision Zero goals, when we talk about those economic realities, now they demand all departments. Vision Zero is as much a planning issue and technology issue as it is a street-safe design issue and an infrastructure and public works issue as a transportation design issue. Same as homelessness. It is an issue in the services and economic development in Parks and Rec as anything else. We all have to work together, and the aphorism is it used to be (unintelligible). We are in the pool together. We have common goals. We need to be working together, and we need to be sharing the ball and going at that goal. That is the flavor that you are going to see in this strategic plan. We have clear City priorities. We are going to see across departmental goals and across City needs. We are going to set a work plan that we are going to execute and do extremely well on, and employees are going to see where the City's goals are, where department goals are, where the two goals are, how they fit at each step and how they are contributing to what the department, the City, is trying to accomplish.

The strategic planning process that we go through does take into account (unintelligible). We know the technology environment. We know the audits that have been done that say we need to perform better. We know the projects that we have invested in, we know the themes we have seen across these things. If we are doing our job well, we see some unifying needs across those departmental asks, and what Council, the Mayor, and community have voiced. In our mission and vision, we need to course-correct, and make sure that IT isn't just managing IT load while we are presenting and producing that value, and we also need to do a better job of optimizing our resource use. Seattle is, if you take a look at the numbers, one of the top three most resourced IT organizations in the entire country for all cities. And we need to use those resources exceptionally well heading forward. We also have a lot of input from our stakeholders, and the Mayor has done an exceptional job, I think, of defining where our priorities are and how we are going to go directly at them. I will be honest. I have been in five cities. And a lot of cities are cautious about taking on big challenges and who they offend, and are day to day driven at things. I like the Mayor's joke. He said, "I might not like the number, but sometimes you have to get on the scale." That's exactly right. We have to go at our problems fearlessly, honestly, and work with the priorities and resource the things that are most important to us. Focus is a super power. As we link our departments and our projects to that, the resources on the right side are what budget, what year, how are we supporting that with people and resources.

What you see us do on the left side is all of the inputs. And the products are on the right side. We have had 48 meetings between the Mayor, the budget office, all departments and their leadership teams. We have reviewed all of the audits in the City Auditor's

office, including the external audits, reviewed trends and risks with Go Tech Magazine with Info-Tech Research Group. We know what our landscape looks like, and where the trends are. Council is finishing its budget process, and we have another roughly ten days, when we will have their result on where the budget is. And we will update our plans according to that. We are working on our performance metrics and how we are going to show value over the next three years. And the external advisers' work is continuing. But then we are going to produce those four things you see on the side. The strategic plan. We are not going to overdo the four metrics, because we can blind ourselves with too many numbers. So, at least on the strategic side, there are going to be just a few that we are going to focus on. There is going to be a new governance model where we talk about how we work with departments, and make sure we are focusing resources and on the right things that are important to folks. We will rework our resources and our people in ways that best suit the priorities that the Mayor said. The Council is approving the budget, and the departments have said how they are going to execute things. And then, we are going to have an annual work plan that we keep current. And then, as we accomplish the major things that we commit to, we are going to keep on checking that that is the right thing, because even though we set the budget and we set the work plan within the year, things change over the course of the year. There is a term that I call 'agile strategic planning' where we set an annual work plan that matches the strategic plan and the budget at the beginning, but we do adjust and that keeps us true to what the organization's goals are.

What CTAB is going to see is a game board, but it's really going to build an IT organization around these priorities. And that honors what the Mayor has worked out for Council, and what the Mayor has assigned to departments to focus on. A technology organization today really needs to do is to make sure that we are delivering on the highest priorities of the organization and not just on technology endeavors. If we're doing our job, these things will get better over the next few years.

You see that we went through the budget. Those are the initiatives that are funded. We actually have a lot of initiatives tied to the bottom, but we're not going to show that yet, until we've gone through that with IT staff and departments. But I did want to show on the left side bottom, the strategic areas that we have defined for the IT organization for CTAB. So, when we look across the landscape in all departments, here is what we hear. There is demand for responsive, secure services, especially in this landscape of security, and the ability to present more and faster services to the community, but also to talk with them at pace, and show them fulfilling services in a way that is, for lack of a better term, are Amazon-like. That is something that lots of departments have told us that we need to get better at and we need help at doing. Number two is innovation and equity. We need to see our reduced services and that we are reaching everyone, and that we are showing impact. We also need the ability to experiment, pilot, and honestly, fail sometimes, but always be learning. And we can translate that learning into bigger

projects. A third one is being excellent at the essentials, and that means doing the basics really well. And that is a platform on which we can do with big things consistent. And then the fourth thing: We really need to invest in our people. There is a lot of change in how we hire, the expectations. We have five generations, going on six, working together for the first time in our organizations. The hours and different, the communications moves are different, how we talk to each other is different, how we train, how we grow. So, there is a lot of investment as a technology organization and as a City, including the use of AI and how work patterns change, how the tools are going, economic development strategies, the companies we work with, the contracts we award. There is a lot of human dynamic that is going to shift. And then you see on the right side some strategies and policy work that goes along with that.

I'm going to do this faster than I have ever done. I have done seven strategic plans for cities, and this will be my eighth. But this is the first time I am going to try to do it in three and a half months. Usually, this is more of a five or six month process, just to make sure you get the voices in. And we are in the midst of it right now. But we are going to do the road shows at the end of this month for the IT staff to do the feedback loop. Info-Tech Research Group and Gardner are at work right now. Then we're going to do a road show with departments. We will finalize this with the Mayor's Office, as well, to get their feedback and make sure we are nailing things with them and departments. But we are glad to come back to CTAB and talk about all of this work once we have that cemented with our departments and organizations, but I just wanted to share the timeline with that in mind.

We did want to go through some quick takes at numbers, and priorities. We want to pause here.

Vinh Tang: Yes, let's pause here and give CTAB members and the public an opportunity to ask questions. And then, what we will do in the second half is -- all of the departments were asked to submit their top five priorities from the Mayor's Office. And then, we will just quickly go through the ones that Seattle IT submitted and the stats for those items. Omari, do you want to take this moment to ask CTAB members if they have any questions for Rob Lloyd?

Omari Stringer: Yes. I will definitely pose that question for any members who have questions, so far.

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Hailey Dickson: I have a question. I noticed in the strategic plans slide the status of things you said you just finished a report on (unintelligible).

Rob Lloyd: Actually, it's a composite of what Gardner Group has identified as trends for cities. It is also Info-Tech's and GovTech Magazine's. That's what we share with our group. We will publish the final one, so you will see it then, too. But it's material from them as well as what we're seeing across all the departments. It's about 22 slides right now, but we will publish it once it is ready.

Hailey Dickson: Thank you.

Coleman Entringer: I really appreciate the over view, budget status, and future budget planning. I'm kind of curious, Rob. You mentioned that obviously, there was a focus on minimizing services impact with budget cuts in the coming fiscal year. I'm curious about your thoughts on the impact for internal IT services that are purely facing City employees versus any sort of impact that might be felt at the community level writ large, so any impact to any City-facing IT services that might touch actual residents.

Rob Lloyd: I can tell you the process that we've gone through. And to be honest with you, the way we've done this, it impacted every division. The areas that are taking the most and direct hits are the service desk, which, and our strategy is, we have tooling and process and well as some staffing ratios that if we take a look at our staffing ratios versus other cities, we should be able to perform with the different numbers. That's our strategy. One was Seattle Channel, but that has proposed being replaced by Council. Another one was our project office and that reduction matches the fewer projects we expect because of budget reductions. And then, in applications, there are some hits to certain areas. We have gone through a process of three solution areas we have asked people to work on. We are making, with nominal impacts, because of different approaches, where are we going to service reductions like longer response, delayed upgrades, updates, that kind of a thing. And other things where we are going to have to beg off or turn down other work, or even alleviate a service. We have done that with all of those service areas that are touched by these cuts. We are working with City departments to talk about how that affects them. In at least two departments, they've said we understand, and we don't want those cuts, so we will find resources to restore them on an on-call basis. In other areas, they said we understand, and we can manage that. But sometimes, those service reductions are manageable or tolerable, and in other areas, they've said that's not okay. We connect the dots all the way. So, most of those are impacted to staff as they provide services to the public. And the two areas we know

we want to restore services because of public impact are public utilities because of their service commitments. The others said no, we can't manage things without public impact. So, that's where we have done that service mapping and impact mapping. But we anticipate, just to be honest with you that as these things are implemented, we will probably see reverberations and we will have to (unintelligible). But when you cut $24 million there will be some reverberations.

Coleman Entringer: Great. That makes sense. And will there be any impact analysis or published thought pieces on those changes in the future?

Rob Lloyd: We're not planning on any, but if you want to circle back, I am glad to answer any questions on what we have discovered from that. We have done work with our organizational development folks. They work with each team to do service mapping. We will se if we are right on each of those, but most of our energy is going to go towards the service delivery analysis, but I will make a commitment If we see an area where we have missed, we will take a look at what we've missed and why.

DeiMarlon Scisney: I have a couple of questions. Thank you. You mentioned reductions by some $24 million, and given that reduction in the capital budget, I am curious to know what the primary areas that Seattle IT is really planning to focus on, or cut back in terms of infrastructure or innovation-wise. Could you speak to that a little bit? And then, I do have a couple more questions.

Rob Lloyd: Those are the ones that I mentioned. So, we expected fewer projects, so the project office was reduced because other departments took hits, as well. The service desk has been rolled back because of fewer staff and in terms of tooling and process improvement, there should be some delivery of efficiencies there that we get service levels to a (unintelligible). Seattle Channel: We have to make some updates as the revenues through cable are down, and we have to match the spend to what cable revenues are. Fewer people are buying cable TV. This is before my time, so I have to give credit to the City in predicting that 2025 was the crux point where we have to make some significant cuts, and that was done. But Council has proposed restoring those cuts from general fund. We will see if the cuts carry through by the 21st, when the final budget is adopted. But they have proposed restoring that as a good governance transparency investment. And then, just to be completely transparent with you, the movements we made so we could not cut more staff positions was we increased the planned vacancy rate and abrogated a number of positions. So, net 63 positions. It was 64, but we've added one for another service add for another department, but that

eliminated vacant positions. And we are going to keep both positions vacant longer. That allowed us to "only" reduce 19 filled positions of the 64 we have to fill that $24 million hole. Service desk efficiencies; fewer projects, so project staff reductions. And on the applications side, we abrogated those positions as they were vacant. We use as many vacancies as we can to not lay more people off.

DeiMarlon Scisney: Got it. How are you planning the two road shows that are planned? I'm curious as to how you plan to gather feedback from community members and local businesses into the IT initiative, if that is a possibility?

Rob Lloyd: We actually don't do a lot of public feedback into how we manage the internal organization. This is one area where I see Vinh Tang and Tracye Cantrell as CTAB's feedback, but community feedback into how we manage operations and strategy isn't something that I practice too often, to be honest with you. The feedback is welcome, but we don't manage strategy and tactics and operations democratically, because we need clear direction and purposeful management. I don't mind the feedback, but we are going to make those decisions based upon priorities. The main feedback comes from departments and Mayor and Council, because of priorities for the issues. So, I would just say that the feedback is welcome, but the prioritization is going to be with May and Council and the departments.

DeiMarlon Scisney: Okay. And the last thing is just piggybacking off of something that was mentioned earlier, and then also a continuation of that. You said community feedback is welcome, but again, going with the internal strategies, I guess are there any plans for regular public reporting or feedback sessions to ensure that transparency, or is there not room for that, either? I understand that it is internal, but still, it is affecting directly down to community, so I'm just curious to know if that input is not taken, are there plans for public reporting. What does that look like? Is there a timeline around that?

Vinh Tang: I think that is what this platform is for. We meet monthly, and work with the chair on any communication that CTAB members would like to have. So, to answer your question, CTAB is the physical platform that we use for providing information to CTAB members.

Rob Lloyd: Yes, and DeiMarlon, if there are key projects that you want to know about. my organization or the community organization, we reported on project delivery, reported on impact measures. And as we roll those out, we would like to keep the communications open, especially with that strategic planning. If you see something that is of interest to you, we would like the relationship to be even more direct. I'm told that CTAB usually comes to us once a year. I would love to come more often. We would love to see you in person. I actually brought cookies. But, if there is something of high interest to the CTAB, I don't mind having a closer relationship with you and the body.

DeiMarlon Scisney: Thank you.

Vinh Tang: Okay. I don't see any more hands raised. Let's go to part two.

Femi Adebayo: I have my hand raised. Can I go ahead? Thanks, Rob, for the presentation. I have a question. Would you mind going back to the civic breakdown? Maybe I missed it. Is this the overall City budget for your department, or is this across the board?

Rob Lloyd: This is the general fund. The City has, roughly, a $7 billion-plus all-funds budget. That includes the City enterprises such as Seattle City Light, Seattle Public Utilities, and Seattle Center. The general fund is the portion of the budget that covers the general governance parts. So, police, fire, IT, HR, Parks and Rec. And then, some of them have additional budgets. Budget 1.87 is what covers the stuff that almost everyone gets. The IT portion is inside that little grey wedge, called Administration, along with HR and Finance. And the point on this one is, if you look at the Mayor's and City Council's priorities, it shows in the yellow and the grey. So, if we are cutting $24 million, we really have to take the $24 million out of the top and make really novel uses of revenue sources, which is exactly what they did.

Femi Adebayo: Okay. Got it. And the other question, if you don't mind going to the slide around the IT strategy plan product, I'm just curious. In terms of your objectives and key results, you are saying that this is driven by your department or by (unintelligible). Or do you let them know that these are objective results that we want to focus on and these are how we are going to measure?

Rob Lloyd: It's actually done by me and my leadership team, but we hired Info-Tech Research Group and Gardner to validate our work, because I like the process of having someone to challenge us, and make sure that we haven't skipped something, or we're not (unintelligible). What they're doing -- and I'll give everyone a sneak peak -- is they are comparing us to the top 20 cities in the country. How do we compare where we are using resources in a much different way. It might be right, it might be wrong, but at least it gives us a comparison. I will give you the other sneak peak of things like we are well-positioned. As an example, one of my priorities is to create a public safety IT division, because I think with police, fire, care, and emergency services so well-positioned, we can do a different model than most cities and counties. They are very siloed. But with our response model, we can look at data differently. We can approach homelessness and blight in a very effective model that isn't police-specific or fire-heavy, but can really capitalize on the care model. And they said that if any city is well-positioned to do that, Seattle is one of the three. Another thing they said is if anyone has resources, the City of Seattle is well-resources to accomplish its goals. So, we can't say that we don't have the resources and people. We do. It's just how we use them. So, they are giving us sharp feedback like that. And we want that push back to any kind of assumptions we are making. But it's our work, and it's my belief that a CTO has to own their strategic plan. I don't like outsourcing that. A CTO has to own their own thinking. So, we and the executive team do the hardware thing, and then challenging us and validating it.

Femi Adebayo: Got it. Thank you so much.

DeiMarlon Scisney: I just have one more question. I don't want to take too much time on this, but this is something that I am passionate about, so I have to ask about it. I saw in quotes innovation and equity. I am curious to know if you can elaborate, with budget cuts, and historically doing work with State and local and my own business, as well, DEI initiatives, things around equity, s I wonder if you can elaborate how Seattle plans to drive innovation and equity, particularly in under-served communities. We know we have the Technology Access and Adoption Survey, the broadband study that was done, a multitude of things that were done, but I'm curious as to if you could speak to anything there?

Rob Lloyd: Sure. Let me speak to it from three different angles. One, in 40-plus departments, something that has come up is how do we help departments to see the data that allows them to make equity-based decisions well. A couple of examples: When we make decisions about streets, our under-served communities that haven't had infrastructure investment as much over the last 20 years, get those investments paid forward on a balance basis. One thing I will tell you is a budget is a moral document, and our infrastructure investments are an equity document. So, if you take a look at that

data, we can make more equity-informed decision-making. From all of our infrastructure dollars that we spend, like the Transportation Levy that we just passed forward, from the Human Services decisions that we provide, but it requires us to provide the IT tools, decision-making tools, and see the evidence in peoples' workflows. And that is something that IT has to do really well, because it is easier not to do it. So, the data systems, the information systems, the productivity, the cooperation -- we need to incorporate that information into the work. So, in one band of work, that is something that we need to do is to get that into what the departments are asking for. We need to see it as we are making our decisions and executing our projects. Number two is, as we're doing the contracting and awards, that's access to generational wealth and opportunity. So, as we hire, as we procure, how do we look at IT as a mechanism to bring that into the partner community, the vendor community. We do a pretty good job at that at IT with most of our metrics, and we want to continue that. And then, number three is what is the next generation of the digital inclusion broadband strategy? There is 98 percent coverage, according to the survey. It is opinion-based, not fact-based. We cannot literally say what are people connecting at, but what are peoples' needs going forward? Where are the opportunity barriers heading? I would make sure that we are addressing that over the next three, five, ten years so that people can get access to education, health, and work. Our current plan is insufficient to that. What is the partner network? I will tell you, with the recent election, the Telecommunications Act of 1996, cable franchise fees and revenues paid, that is all going to be under assault, according to most of the lobbyists. What resources are left? What approaches are we going to have to take? What partnerships are possible? This comes from someone who helped to invent the Digital Inclusion broadband funds. Those types of approaches and partnerships are going to be more important than ever, but we have to interpret what is important and how we are going to fund, and how we are going to measure success. What we are measuring success at isn't clear right now, post-Covid, into the next five or ten years. So, we have some work to do.

DeiMarlon Scisney: Thank you. I appreciate it.

Vinh Tang: There is a quick recap on the top five. Some of you may have seen this slide before. Rob, you can take over the next one. It's a very high level overview. As Rob Lloyd mentioned the Seattle IT budget is $262 million, the capital budget is $21 million. There are 650 FTEs, so you saw those numbers already. Seattle IT is broken up into two divisions. Those two circles, those are the projects coming from the partners. For some of you, this might seem a little wonky, but the way the City of Seattle, the departments, we are an internal service provider. So, Seattle IT, the finance and administrative services and Seattle Human Resources would basically be a service provider for all other 40 departments within the City of Seattle. And then, those departments such as Seattle City Light, Seattle Public Utilities may have projects that we need to execute on and deliver. So, for this year, there were 21 major IT go live

projects for 2024. Right now, there are 63 active projects. I think the budget for those 63 active projects is around $200 million. And then, the two remaining circles, as Rob Lloyd alluded, are service delivery. We add the public service hub, and as I said before, we are the service delivery provider for 40 departments, 14,000 employees. The tickets, whether by phone call to the help desk, by email to the service hub, we got 110,000 of those, approximately, each year, and we get about 60,000 calls per year. Anything you want to add, Rob?

Rob Lloyd: Two things. That is way too many service tickets. We've got an environment to clean up because we want people to have fewer problems than that. And then, number two, as we go through the other stuff, there are some goals related to project management that we have to address.

So, this is the quick dashboard on what the five priorities were for 2024. I'm just going to go through each one with the highlights on the top ones. For security and compliance, I'm just going to give a quick run-through. The highlight of security is the risk is not stopping and is actually ramping up, especially on the utility side. One of the top priorities when I got here was to help the library through their issues. They are fully recovered now. Training, if you take a look at that green check box, peoples' habits and their ability to perceive and be vigilant with spam, phishing and DDC attacks is central. We still need to keep on there. We are a kind and helpful organization, and that is a very bad habit in security, because people can get fooled by quite a few things. So, that is still true. There are also some emerging privacy and the next PCI compliance, but all I have to say is we are going to be relentless on the security and compliance side.

Maintain operational integrity: What we focus on here is we have some upgrades and replacements to do here, but keeping current in our environment is where we keep a lot of the hygiene and security issues at bay, and the uptime and availability high. Enhanced business solutions: This is where we are actually anticipating the highest growth, if you look at next year's budget. To execute what Mayor and Council have defined and supported, this is where we are seeing service growing, but we have a relatively low project success rate. If you measure that we are on time, on budget, and delivering what was asked for. This is an area where you are going to see me and Tracye Cantrell work together to advance our project delivery group, to also think long-term about what we need to deliver, not just in one year, but in a long roadmap. And the analogy I will give is the courts and attorney system. We have major expenses because we work those systems separately. Now we have major projects and major expenses to make them touch again. Because it's like we built both sides of the bridge and forgot that they have to touch in the middle. This is an area of the City where it is high cost, high value, high return. You will see, as we talk with each other, and get to know each

other, the ability to manage change and execute, to do what we invest in is one of the essential lanes that we have. So, don't get fooled by the green.

Delivery of services: Take a look at the history here. We have a lot to be proud of improvement. We also have a major initiative here to rework what we call ESP, Enhanced Service Provision. It has made things easier to find, easier to access, and as you saw on the slide there being presented. You should actually want to see a lot less usage of this. If things just work, you see a lot fewer tickets. We don't want to see, for an organization of 14,000 people, 110,000 tickets. You want to have people call us almost never. Even though we are improving our response levels, it should be one minute. We should have resolution 90 percent of the time. And we should have one to two tickets per person, per year. This will continue to improve, but a lot of good progress here. And support the public: the number one thing I want to share here is the Technology Matching Fund grants are out and that is in process. That's about half a million dollars that will be awarded. And the other part is the ADA work. We have an internal endeavor to make sure that we hit the April, 2026 deadline. We're going to get done in March, so we won't exceed the April 2026 deadline. The Mayor has support for this one, but we're working across departments to make sure this hits. I think everyone knows that the Department of Justice has some rules on this one. We don't think that the new administration is going to walk this back, but either way, it is part of our values and we're going to continue to make sure that our web site, our resources, and our applications are accessible to all parts of our community.

The last part: We want to share some recent accomplishments. In updating our strategic plan, the service improvements that you've seen, the Digital Cities Awards, the City of Seattle took number three in the nation in these categories. This is the first time that Seattle has placed in the Digital Cities Awards since 2017. We are in the same category as the New York's, the Chicago's, so a major accomplishment. This is the national championships of the cities community. So, a huge accomplishment and the IT team and the City get a lot of credit for this one. Previously, we also won a Project Experience Award in the Government Experience Awards. In total, we took 27 awards, so I'm not sure that we left anything for anyone else. At IDC, there are the Smart Cities Awards, there is the Digital Equity category. We took a prize there. And CiviForum, we took the award previously. I just wanted to share with CTAB some of the honors that we have received for good work. On the Digital Cities Awards, just to clarify, it is measured on operational excellence in community and customer engagement. That's inside and outside, innovation and strategic direction. We have to make sure that we have a complete vision and that we are delivering results. It's fact-based, so you can't just talk your way to the prize; you actually have to provide materials that show that you have actually done the work. That is the reason why in almost 25 years, it is the top prize.

Questions, comments?

Omari Stringer: Thank you for the very thorough introduction. I can tell that you definitely have done the strategic planning and know what it is like to have a blitz of all sorts of stuff. Coming into budget season is no small task, so I just wanted to say that I appreciate that, and appreciate your making the time to come. We will definitely take you up on that offer to be engaged more. I think, from our perspective, I just want to make sure that we, as that community advisory board are fulfilling one of our primary roles, which is really to advise the department, the Mayor and Council, of concerns that are pressing the community, to give that feedback, and also to use some of our own industry expertise from the private sector or other sectors. We really want to be a solving board; we want to give you additional insights, as well. You can think of us as a built-in consultant, and we can make sure that we are giving you some good feedback, as well. Looking forward to working with you and the rest of your team.

Rob Lloyd: Wonderful! Thank you. And reach out any time. I do want to reinforce this relationship, and when I heard that it was just a once a year visit, that didn't sound as fun to me. So, we will have more fun together. But I do bring cookies, so if more than one person, because we really can't eat them all.

From chat: Zaremba, Tara 11/12/2024 7:02 PM • I'm happy to be a contact for Seattle IT too!

From chat: Dorene Cornwell Thank you for the ongoing commitment to accessibility. I have to leave but I really appreciate this presentation.

Vinh Tang: Thank you so much, CTO Rob Lloyd. That concludes this presentation, and we can move onto the next agenda item. Omari, the next item is the 2024/2025 CTAB workplan, and a continuation of the conversation that Phillip Meng led last month in October. Omari has the Word document or the PowerPoint. I don't see Phillip on the call here. How do you want to proceed with that?

2025-2026 CTAB WORKPLAN AND COMMITTEES

Omari Stringer: I am not entirely sure what Phillip had in mind for this particular segment. I know that we had talked about a few of the things last time, but I can go ahead and share my screen. I think we will quickly step through this and carry on more of this as we go on. Again, I didn't know exactly what Phillip Meng had in mind, so I think I will step through this as best as I can, and will make sure to get a lot of good notes captured here. I think what we wanted to focus on is really having the blue sky great field. All ideas are welcome. They have us focus on the what, and not on how. We don't want to get caught up in the weeds. That is something that I definitely was guilty of more than once. I'll will be making sure that we stay on that focus on what do we want to accomplish, and who do we want to reach out to as partners as we accomplish that and make sure that we are emphasizing the expertise and experience of the folks on the board, and folks who are calling in. We really want to make sure that that is captured, as well. And we will get to the conclusions later. Now, we don't need to solution these things, but just want to identify some of these things that we will be working through. I know that we have done this in the last month or so, but I think that given that there are ways that we just heard in the presentation from CTO Lloyd about the priorities within the department and Seattle's priorities, I think that will be something that we will want to consider as a part of our strategic planning, especially seeing how there are going to be those key pillar areas that the IT department is going to be focusing on. How can we support those and make sure that whether or not our committee structure is here, or that we make ourselves available to some of those higher priority initiatives. I do think that it is going to be helpful for us to consider. I don't know if we have a copy of that slide show. We can get a copy, but I think that would be useful for us as we go through our planning, so we can align to those. I think that will further the importance of those, as the priorities shift and adjust and that we can be made aware of those. I don't have the full list. I know we did some of the brainstorming in the last couple of meetings, but I don't think we have found a chance to consolidate some of those as yet, but I will pause there.

Vinh Tang: That was why I was asking that. The material from October, I think Phillip Meng has on his drive. So, I think he has a bunch of notes from the group. The purpose of today was to basically have a continuation of that. We are in a weird situation right now because Phillip Meng is not on the call here tonight.

Omari Stringer: I think maybe we will have him circulate that list, and maybe people can come prepared if we are going to -- I don't know if we are scheduled for December or not as we get into the holidays, but maybe be can spend a good chunk of December with that final list. Maybe Phillip and I can work offline to get it to a decent state to0 be presented to the wider board, as we have a lot of great ideas there. We can coalesce around some of those ideas.

Coleman Entringer: I think, Omari, on slide three, if I remember correctly, from our prior meeting, we kind of got around to discussing new topic ideas or committees. But I don't know if we spent as much time on number two, ways of working. Potentially, we could focus on that for this session, since it doesn't require as much from the first item. Or you can table for next time, as well.

Omari Stringer: Yes, I think that's a good idea, as well. I also think that Hailey Dickson did want to add some contributions to this, so maybe we can pivot to that and see if that rolls into ways of working with some of these structures.

Hailey Dickson: I am happy to speak. Can you hear me all right on this mic? While I think this ties in nicely with the next steps in terms of ways of working, I remember at the end of the last meeting, we had discussed the formation of new committees, and two of the ones that came up were one to focus on AI-related topics, and another one that I had proposed was digital well-being. I believe we took votes on the number of members who would be interested in joining boards like that. There was definitely enough interest in trying to get something like that going. I am really interested in looking into digital well-being. So, if there is agreement and enough people interested in that topic, I was happy to see in the report that Rob Lloyd just gave, that digital public engagement was one of the priorities that came out, as well as wellness. And we talked about how it is time to focus some of the Council shift away from focus work to digital technology and that comes with digital well-being, and reducing digital technology risks to health in young people. I'm not sure where we sit in terms of the timeline of trying to start a new committee like that. But if anyone else is interested in working on those topics, I would love to take the next step and reschedule a monthly meeting for that.

Omari Stringer: Yes, I think that' sounds great. I do recall people expressing some interest. Vinh, I'm not as familiar with the bylaws, but is there anything specific we need to vote on forming a committee. What is the process for getting a committee stood up or creating a committee?

Vinh Tang: I think the goal of this exercise was to reach a consensus on what I would recommend, is to ask what are three committees that CTAB wants to vote on here during the next four months. And then, there's a group on that. Then, see who is the primary lead for that committee. And then, a secondary for those committees. Again, with the committees, my recommendation and in my opinion, no more than two

members. Technically, we can get away with three, but two members from CTAB in the committees, and then everyone else are just general public members. So, you can reach a consensus on the three committees that you want to move forward on and take a vote on that, so you can just formalize that. And then determine where those specific action items from those committees. The work is in the committees which can meet offline. We do it right now. There is an Outreach Committee. There is a Digital Equity Committee that Coleman Entringer leads. There is that you guys are working on a telecom forum, so the work this year be elevated to the main body, which is these CTAB meetings. That is what we are trying to do here. In my opinion, we meet in October, November, and December, and hopefully, in December early, then next year you can get that running. with specific times so that next year they will be up and running. There are specific action items that CTAB wants to deliver on. Your committee is called the ...?

Hailey Dickson: The Digital Well-Being Committee.

Vinh Tang: Digital Well-Being? There is the Digital Equity Committee. There's two. I know we have created an Outreach Committee. Is DeiMarlon Scisney still on the line?

Omari Stringer: I think he dropped off.

Vinh Tang: I know that D has a passion for the Outreach Committee and getting some more folks excited and energized for the Community Technology Advisory Board meetings. And I think we should have an AI Committee. I know I said three, but we can have one more. We can have four. The Outreach Committee, Digital Equity that Coleman Entringer leads, Hailey Dickson, it looks like you are Digital Well-Being. Did I get that right? AI, Digital Well-Being, Digital Equity, and Outreach. I think those are the four that are rising to the top.

Omari Stringer: Yes. I would agree with that, based on the conversations that we've had, but I will open it up. I think we are right with those four, but other CTAB members and folks who are still on the line, we still have to take a vote. Other folks who haven't maybe spoken up as of yet, any thoughts or anything that you want to work on or see?

Coleman Entringer: I think I agree on those committee topic areas. If we are sending those out and voting on them next meeting or this meeting. I don't have that much skin in the game, as my capacity is probably limited to Digital Equity in what I can contribute at this point.

Isabel Rodriguez: I'm still trying to remember, ifI pull up the minutes, it would be easier to remember. I think it is what we were landing on. I would not mind holding off on votes or anything like that until the next meeting.

Vinh Tang: Yes. We need to get the list from Phillip Meng and bring up the conversations that we have in here tonight. And then Phillip needs to circulate the document in terms of committees that this group wants to move forward, and then the top items, in terms of work product and action items. And then, at the next meeting in December, I think you take a vote.

Omari Stringer: Yes. I think that sounds good. I think we can give more context to folks as to what those committees would work on, and formalize those areas. And I think that would put us in a good spot to hit the ground running in 2025. So, I think that sounds good. I think that we can include some of those additional guidelines. A lot of folks have a lot of interest in these different areas. It might be hard to balance those out, as far as the membership goes, so we'll have to do, but I think certainly circulating some more of that information for review before we take a vote would be very helpful.

Coleman Entringer: Sounds good. One thing that I did want to surface while we are on the topic of ways of working, potentially, between committees, and we can probably solidify this more in the next CTAB meeting, as well. Once we get solid on which new committees we are implementing. But I would like us, if we could establish a standardized framework for ways of working between the committees. I think, primarily, at least in my mind, that comes down to communications. I saw that D was reaching out and getting engaged with the Outreach component of what the DEI Committee is doing with the telecom forum, which is great. I really appreciate that and am looking forward to bringing you all in and working closely with that committee as we get closer to that forum. I am thinking -- and some of this is a task for myself -- of just making sure that I see everybody on CTAB are involved in the official committee coms. And likewise, if we get more committees up and running, just cc other board members for visibility. That would be helpful; and any other ways to establish ways of working frameworks as we are going forward, between committees. I think it would be helpful to set those in stone, as well, maybe at the next meeting.

Omari Stringer: Yes. I think that would be helpful. Just having that standardized. And I think for us, general guidance as far as how we can communicate. I know that there are some limitations there with the Open Public Meetings Act. I think maybe just have some resources that would be available to each committee. Like you said, common frameworks so that we are all working on the same page. I think that also would be really good. I think it would be a worthwhile time to spend some dedicated time. If we come to the meeting with some framework or ideas for how we want to facilitate those conversations or updates between committees, so it's not just the committee meeting reports at every meeting. I'm hearing what you are saying.

Coleman Entringer: Yes. That would be great. On that note, you mentioned, as far as restrictions on communications, I have a question for you on that front. I know that obviously, we run into sunshine law restrictions, or having too many CTAB members in a committee meeting. Does that same rule apply to digital communications, like listservs?

Vinh Tang: Yes. The general guidance is they do not want all ten board members on the same email thread conversing on a business decision. But there are two parts to it. I could send an email to all ten of you about the agenda. And it is for the record. And Phillip Meng or Omari Stringer could say, "I want to change this agenda to XYZ. In my opinion, that's fine. What they don't want is, say, you want to create a Word document on how the City should use AI. And there is a lengthy email thread between nine or ten members who go back and forth on what their position is for XYZ. That is basically having a quorum by email. And that is what you do not want to do. I can reup the guidance that we have, and put it in writing in an email, so you guys see it again.

Coleman Entringer: That's helpful. It sound like unilateral communications to the board are okay, as long as there is no actual conversing and working on materials.

Vinh Tang: And that is the purpose of having open public meetings.

Omari Stringer: All right. Anything else on that topic? Otherwise, I think we can move into committee updates. Coleman, if you want to go ahead and provide you update.

COMMITTEE UPDATES

DEI COMMITTEE

Coleman Entringer: The Digital Equity Committee met a couple of weeks ago for a meeting. We are still on track and slated for January for our Digital Equity Forum. So we notified our two company participants, Verizon and AT&T. They are on board, just awaiting our finalized agenda, which we are currently working on as a committee. We are still working on getting T-Mobile committed. That is in progress. And then, as far as engaging with the rest of CTAB for our committee work and getting the Outreach Committee a little more tied in, hopefully, on the Outreach front. We wanted to get more community-based organizations to contribute to the agenda, questions and content of the forum, and then, hopefully drive attendance, as well, through that to make sure that we are looking at CBOs that would be the most affected by telecom company policy and service coverage. Everything is tracking onto that front for now. Other business that we just discussed was our end of year update, and just making sure that we got a head start on that, since we usually, as a committee, take a bit longer in writing that summary than we normally take. That's where we're at.

Vinh Tang: Coleman, I will be tracking it directly, so we're looking at the telecom forum for the January 14 meeting?

Coleman Entringer: Correct. That's what we're shooting for now. We specified that it could be in February, as well, if that works better for whatever Phillip Meng is planning for the docket

Vinh Tang: We will put you on the list for upcoming CTAB agendas. We'll put you on January and give you a backup for February.

Coleman Entringer: That sounds good.

Omari Stringer: All right. I know that Femi Adebayo had to drop off. I think it was somebody's birthday. We are wishing him well. From what I understand, the Outreach Committee had wanted to schedule for, I think, tomorrow for their meeting time, because of the Thanksgiving holidays. I don't know if that has gone out as of yet. But I know that that was a request. DeiMarlon Scisney, if you want to provide any updates, not to put you on the spot. But I know that you and Femi and Coleman have been having some conversations about revitalizing the outreach and connection between the committees, so I don't know if you just want to maybe summarize some of the outcomes of the conversations that you all have been having?

Vinh Tang: DeiMarlon Scisney left the panel. There is no longer a CTAB quorum now. We have Omari, Aishah, Hailey and Isabel. We have four. DeiMarlon Scisney left, and Femi Adebayo left. They are not available to provide an update on the Outreach Committee.

Omari Stringer: We will have to make sure we get some updates from them next time. So, I think that's it for committee business. And finally, we go to public comment and any other remaining announcements. I now open it up for public comment.

PUBLIC COMMENT

Omari Stringer: With that being said, final call for any public comment. Otherwise, I believe that that brings us to the end of our agenda for tonight. Again, I wanted to extend a warm welcome and thank you to CTO Rob Lloyd for that presentation, as well all of the CTAB members for showing up, and members of the public for calling in and staying connected. I appreciate the work that you all do for the board. We will be wrapping up 2024, and I'm really excited to see what this board is going to get up to next year. That will bring us to the end of our meeting, and we will adjourn.