2025

Seattle
Information Technology

Value Report

Table Of Content

Seattle IT's Mission

Aligning and Progressing 2025 from the Chief Technology Officer, Rob Lloyd

Seattle IT Culture

A Pivotal Moment

2025 Awards and Accomplishments

Seattle IT Project Round Up

Contact Us

Mission

Seattle IT puts powerful information and tools in the hands of people to unleash brilliance in service to our community.

Aligning and Progressing in 2025

from the Chief Technology Officer

Think about the things that worry the average resident of Seattle: affordability, public safety, homelessness, housing insecurity, health, and economic opportunity. These aren't technology problems. They're human problems. But technology and innovation are the tools that help people solve them at scale. Seattle IT exists to help address these urgent challenges.

So, we work to ensure technology serves people equitably. We build digital inclusion and accessibility into the department's and the City's work. We manage infrastructure that's resilient to climate change and future disasters. When the City of Seattle's IT systems work, City employees can focus on what matters—serving Seattle residents.

In 2025, Seattle IT sought to clearly articulate this vision. The 2025-2027 IT Strategic Plan emerged from conversations with nearly 300 City leaders and their direct teams, as well as from roadshows with IT and City division teams. We incorporated direction from the Mayor and City Council. We grounded ourselves in an analysis of the City of Seattle's current state, the reality of where we were, and the trends we faced.

Seattle IT's 2025-2027 IT Strategic Plan provided a unified direction, the "Why" and the "What" for Seattle IT over the next three years. We paired it with an Annual IT Work Plan, wherein leadership and managers coordinated the "How" and "When" together: goals, results, metrics, and growth objectives for our teams.

This wasn't planning for planning's sake. It reconnected us with where the City was going and the missions of our partner departments at exactly the moment we needed it most. It was something our teammates identified as needed in the most frequently recurring comment in internal surveys… and was the first time Seattle IT has planned and coordinated its work at this level.
It was the right time to do it.

Because 2025 was hard AND because our team said it was important. Seattle IT absorbed a $21 million budget reduction and lost 60+ positions in the Fiscal Year 2025 budget. Those aren't just numbers—that's capacity, hard decisions, and people. At worst, we could have just lamented the reductions and allowed ourselves to get worse. At best, we show our finest thinking and rise to difficult moments. Something remarkable happened.

Our teams completed the turnaround of $130+ million in major projects that had previously been marked as In-Jeopardy/Failing. Customer satisfaction rates held steady despite the reductions. Priority 1 incidents (the worst kind, the ones that stop work) dropped by 47%. Project success jumped from around 10% to over 70%. Our people said they wanted to stay at higher rates than in previous surveys. Our IT Work Plan was over 350 work items and we delivered on almost 70% of those commitments, including some big surprises.

We won awards that said we were performing at the top of our field as an IT department, TV station, and digital inclusion leader. We built an AI policy, approach, and body of work that cities and counties across the country are referencing and shared that they are copying.

This is what happens when strategy connects to smart planning and meets superior execution. When people know why we're doing the work, and can see how their piece fits into the whole. We're clear about where we're going, and we can move there together.

We also know where we need to improve. We saw what worked in 2025 and what didn't. 2025 was our first year. Our second year will be even better. That's what 2026 is for—taking what we learned and getting better at the work that matters.

Seattle IT Culture

Seattle has worked for a long time to build on values of belonging, accountability, and growth. We intentionally create environments where employees can make a difference by demonstrating their skills and excellence, and where every resident knows their needs are acknowledged, considered, and met to the best of our abilities. Equity here is not a catchphrase. It is deliberately built into how we design our systems, make decisions, and deliver services so we achieve the best possible outcomes. Through collaboration, shared ideas, and teamwork, we remove barriers to success and build a workforce that reflects the communities we serve.

We live this culture by leading with empathy, learning from one another, and recognizing that fairness does not mean sameness. By valuing diverse perspectives and using thoughtful, targeted approaches, we strengthen our teams, improve our services, and deliver meaningful impact for the people of Seattle.

A Pivotal Moment

As 2025 closes, Seattle Information Technology stands at a pivotal moment—facing budget constraints, rising community needs, and rapid technological change. With 818,600 residents relying on us, our mission is more critical than ever.

The City is navigating $500 million in reductions, aligning around priorities set by Mayor Harrell and the City Council: Public Safety, Housing and Homelessness, Health, and a Thriving Economy. Despite these challenges, Seattle IT has embraced its role as a strategic partner and innovator.

In 2025, we advanced more than $120 million in projects, modernizing payroll and HR systems, public safety case management, transportation, and utilities. We launched 39 AI pilots, adopted a second AI policy, and began scaling citywide training and upskilling.

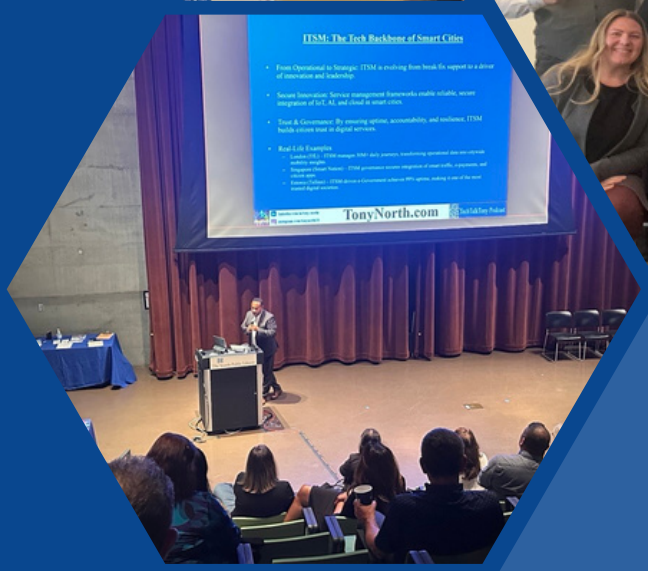
Our partnerships extended beyond government. With private-sector collaborators, we invested $640,000 in 14 nonprofits to expand technology and internet access. In collaboration with the University of Washington, we are building a responsible AI pathway—favoring coordinated, ethical innovation over fragmented approaches.

Seattle IT is designing our future grounded in mission, growth, and partnership. As we look to 2026, we remain committed to delivering secure, equitable, and innovative technology services that reflect the values and needs of our city.

Rob Lloyd
Chief Technology Officer
Seattle Information Technology

Let's look back at some of Seattle IT's 2025 Achievements:

- Seattle IT earned 4th place honors in the 25th Annual Digital Cities Survey for cities with populations over 500,000
- Seattle's CiviForm platform named one of Time Magazine's Best Inventions of 2025
- Seattle receives WEB Government Experience Award for innovative Winter Weather Map
- Seattle Channel won the Overall Excellence Award at the 62nd Annual Northwest Regional Emmy Awards
- Seattle Channel producers won an Emmy in the Human-Interest category at the 62nd Annual Northwest Regional Emmy Awards
- Seattle Channel received the prestigious Overall Excellence Award for government programming at the National Association of Telecommunications Officers and Advisors (NATOA)
- Seattle Channel won six Government Programming Awards at NATOA, including four top Awards of Excellence for storytelling, editing, and a promotional video
- Seattle IT, along with Mayor Bruce Harrell, announced the City's new Responsible AI Plan
- Seattle IT teams completed the migration of the City's computers to Windows 11
- The City of Seattle was recognized as a 2025 Visionary Digital Inclusion Trailblazer by the National Digital Inclusion Alliance
- The Seattle IT Service Desk supported 46,284 staff calls, assisting employees with their technical needs.



Seattle IT Project Round-up

Seattle's Responsible AI and Innovation Initiative

In 2025, the City of Seattle took a bold step toward shaping the future of technology with the launch of the City's Responsible AI Plan and the Community Innovation Hackathon Series. This comprehensive initiative positions Seattle as a national leader in ethical and effective artificial intelligence deployment. The updated AI policy builds upon the City's pioneering generative AI framework from 2023, expanding its scope to encompass all AI technologies. It emphasizes core principles such as innovation, accountability, fairness, privacy, and transparency, while introducing new training programs, enterprise tools, and partnerships with universities and tech companies to upskill City employees and ensure responsible AI use across departments.

The newly released AI policy serves as a foundational guide for how the City of Seattle will evaluate, implement, and manage artificial intelligence technologies. It outlines a clear governance structure, including a cross-departmental AI Working Group and an AI Oversight Committee, to ensure that AI tools are used in ways that align with community values and legal standards. The policy also mandates regular impact assessments, public transparency reports, and community engagement efforts to build trust and ensure that AI systems do not perpetuate bias or inequity. By embedding ethical considerations into every stage of AI adoption, Seattle is setting a precedent for how local governments can responsibly harness emerging technologies.

Citywide AI Upskilling & Workforce Readiness

A key component of the AI policy and plan focused on building practical, responsible AI literacy across the City as part of our broader workforce and technology modernization efforts. Rather than leading with tools, this work emphasized shared understanding — helping employees and leaders develop common language around what AI is, where it can be useful, and where caution is required. Through leadership briefings, staff-facing learning sessions, and curated learning pathways, hundreds of City employees engaged in foundational AI learning aligned to the City's Responsible AI Principles. This approach supported informed decision-making, risk awareness, and organizational readiness, helping prepare the workforce to engage with emerging technologies in a thoughtful, equitable, and secure way.

2025 Microsoft Copilot Advances Artificial Intelligence for City Workforce

In 2025, the City's Microsoft Copilot pilots demonstrated significant business value and strong potential to boost productivity and streamline workflows. Based on 185 survey responses, pilot participants reported saving an average of 2.5 hours per week with Copilot Chat, with some reporting savings of more than 8 hours per week.

CTO Rob Lloyd addresses the crowd while a Seattle Channel photographer records the City of Seattle's press conference of the launch of our Responsible AI Plan on 9/11/2025.

Copilot Chat proved especially effective for:

- Drafting and editing documents
- Summarizing meeting notes
- Accelerating research
- These capabilities helped staff work smarter and faster across departments.

Following the pilot's positive results, Copilot Chat was approved for Citywide deployment in early 2026. This AI-powered assistant will help staff simplify tasks, improve communication, and boost efficiency.

Seattle Completes Citywide Transition to Windows 11

In 2025, the City of Seattle successfully completed its migration to Windows 11, marking a significant step forward in modernizing the City's digital infrastructure. With Microsoft ending free support for Windows 10 on October 14, 2025, Seattle IT launched a proactive, Citywide upgrade initiative to ensure all devices remained secure, supported, and ready for the future.

Key outcomes of the project:
94% of City devices are now running Windows 11.
Devices that could not be upgraded have been enrolled in Extended Support Licensing (ESL) to maintain security and functionality.

Remaining Windows 10 devices are actively monitored for targeted upgrades or replacement.
This effort required deep technical expertise, strategic planning, and strong collaboration across departments. Thanks to the dedication of Seattle IT and the support of teams throughout the City, the rollout was smooth, user-friendly, and built for long-term sustainability.

Infrastructure Modernization goes live and saves money

Seattle IT's Platform Technologies team successfully executed one of the City's largest infrastructure modernization projects in 2025, migrating its virtualized environment to a hyperconverged platform. This effort addressed skyrocketing hosting costs—up more than 200%—and is projected to save the City over $1 million annually, with $8 million in total cost-of-ownership savings over six years. By year-end, 89% of migrations were complete, with 2,414 virtual machines moved across 31 waves and 72% of legacy licensing released—all without failover incidents. The project also decommissioned 238 unused systems, reducing technical debt and security risks. This achievement reflects exceptional cross-departmental collaboration and sets the stage for completing remaining migrations and optimizing the new environment in 2026.

City of Seattle's SharePoint goes modern

Seattle IT teams hit a significant milestone in our digital transformation journey: moving from the classic SharePoint experience to the modern SharePoint environment. This initiative, launched in 2020, goes beyond a simple migration—it's a strategic upgrade designed to enhance collaboration, strengthen security, improve accessibility, and create a robust digital workspace for the City of Seattle. Looking ahead to 2026, our focus will be on proactive governance, optimizing storage in partnership with City Records, and accelerating modernization efforts to ensure scalability and efficiency for our evolving workforce. Our goal remains clear: a smooth, beneficial transition for all employees and stakeholders.

Seattle IT Pop-Ups 2025: Connecting Technology and City Employees

In 2025, Seattle IT hosted a series of pop-up events at Seattle Municipal Tower to engage City employees, showcase technology, and strengthen partnerships across City departments. These events highlighted innovation, collaboration, and community impact.

March 27 – Seattle IT Pop-Up
Seattle IT transformed the SMT lobby into a tech help hub, offering on-the-spot support, answering questions, and demonstrating IT services. It was a great opportunity for teams to share expertise and connect directly with staff.

July 29 – Motorola CSR Pop-Up
Focused on the "Find It, Fix It" platform, this event explored how CSR supports service requests across departments. Attendees shared feedback on improving integration and customer service, with input from Parks, SPU, SPD, and more.

August 5 – CADD Day Pop-Up
A showcase of cutting-edge CADD technology, featuring 3D models, structural analysis, historic preservation scans, and a live laser scan of SMT's third floor. Highlights included an interactive mini-golf game using laser scanning and custom 3D-printed puzzles for the first 70 visitors.

October 7–8 – Old Tech Drive & Digital Inclusion Week
Seattle IT collected bins of old devices for refurbishment and donation through PCs for People, helping bridge the digital divide while encouraging employees to declutter.

Seattle IT Pop-Ups in 2025 connected employees with technology, fostered collaboration, and supported digital equity in our community.

Special Event permitting made easier

This year, Seattle IT, in partnership with the Office of Economic Development, helped make community events easier to host and organize! Eproval is the new online special events permitting software that makes it easier to get a special events permit. The shift to a software-based application and permitting system modernizes and streamlines all aspects of the process.

Eproval makes it easier for event organizers to upload required documents and allows online access to permits. For event organizers who put on reoccurring events, Eproval allows applicants to duplicate previous applications to help save time in the data entry process. Using Eproval will save event organizers time and improve their experience through a variety of improvements including real-time permit application status, improving communications with community organizers and City employees, and much more.

Seattle IT lays the tech for the annual King County/Seattle Health Clinic

Seattle IT once again played a critical role in the success of the Seattle/King County Health Clinic , which celebrated its 10th year of offering free dental, vision, and medical care to individuals who face barriers to accessing healthcare. Hosted at Seattle Center from April 24–27, 2025, Seattle IT's contribution spanned the entire spectrum of IT support—from setting up patient intake systems to configuring specialized medical technology. Here's a breakdown of what the team accomplished:

- Provided and configured 30 desktops and 45 laptops, along with numerous barcode scanners, label makers, and other necessary accessories.
- Configured and tested document scanners, printers, and servers to support medical x-ray and dental machines in close collaboration with the clinic's medical teams.
- Established temporary IT infrastructure, including Wi-Fi, data activation, and cabling, across three locations at Seattle Center (McCaw Hall, Exhibition Hall, and Cornish Playhouse).
- Supported multilingual communication through rolling video screens offering certified medical interpretation in hundreds of languages.
- Improved patient flow by providing technology to track patients throughout the clinic

City of Seattle awards $540,000 in Technology Matching Funds (TMF) to local nonprofits working to close the digital divide

The City of Seattle has awarded $540,000 in Technology Matching Funds (TMF) to 14 local nonprofits dedicated to bridging the digital divide. These grants will empower community organizations to deliver digital equity programs and services to Seattle residents who face challenges in accessing and utilizing technology.

The TMF program represents a collaborative effort between the City of Seattle, community organizations, and corporate partners. This year, corporate contributions totaled $85,000, including a $60,000 investment from Comcast, enabling the program to support even more initiatives. Through these projects, an estimated 4,110 residents across the city, representing 32 language groups, will gain access to vital technology resources and support.

City of Seattle recognized as a national leader in closing the digital divide for 8th consecutive year

The National Digital Inclusion Alliance (NDIA) named the City of Seattle a 2025 Digital Inclusion Visionary Trailblazer. Visionary Trailblazers are communities that have deeply integrated digital inclusion throughout their government and are leading the way in digital inclusion innovation.

Seattle was recognized for its work with Technology Matching Fund and Digital Navigator grants, policy work, engagement in local, state, and national networks, Tech Adoption Research, and formal strategic plans, like Internet for All.

2025 Seattle IT Vendor Forum

Seattle Information Technology hosted its 2025 Vendor Forum on October 9, 2025, bringing together current and prospective technology vendors with City of Seattle technology leaders and staff. This annual event serves as a platform for open dialogue about Seattle IT's ongoing projects and initiatives, as well as potential technology solutions vendors can offer. More than just a gathering, the Vendor Forum fosters connection, collaboration, and innovation.

Attendees gained valuable insights into the City's most pressing challenges. Key topics included Seattle IT's strategic direction, guidance on doing business with Seattle IT, the City's remarkable progress toward its Women and Minority-Owned Business Enterprise (WMBE) goals, and an overview of the City's updated Artificial Intelligence Policy. The AI Policy sparked meaningful discussions about how the City adopts new technologies to benefit both government operations and the community.

The event also featured a speed networking session in which Seattle IT staff and vendors exchanged ideas, solutions, and aspirations. These dynamic conversations highlighted the City's dedication to innovation and paved the way for exciting technology partnerships, new collaborations, and continued progress for Seattle.

Seattle IT Learning Conference & Department-Wide Training

In 2025, Seattle IT advanced its commitment to learning and development by delivering department-wide training and hosting the annual Seattle IT Learning Conference, engaging 200–265 employees per session online and 45–55 in person across a hybrid and virtual format. The conference featured high-demand sessions on artificial intelligence, equity, service design, and leadership, with multiple sessions ranking among the most-valued by participants. Post-event survey results reflected strong satisfaction and high relevance, with the majority of respondents indicating they would recommend the event to colleagues. Throughout the year, Seattle IT provided dozens of learning opportunities that strengthened cross-division collaboration, elevated internal expertise, and supported continuous skill development, directly aligning with Seattle IT's strategic goal of building a skilled, adaptable workforce equipped to meet evolving technology and service needs.

Together, these learning and training efforts support Seattle IT's strategic priority to develop a future-ready workforce while fostering collaboration, inclusion, and responsible innovation across the City.

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