



Office of the Mayor

City of Seattle

Katie B. Wilson, Mayor

Executive Order 2026-08: An Executive Order strengthening the City's internal controls and operational foundation to promote good governance, improve the effectiveness of City of Seattle government operations, and advance long-term budget sustainability.

Recitals:

The City of Seattle has a duty to its residents and taxpayers to provide services efficiently, effectively, and equitably.

The City of Seattle should demonstrate that it effectively manages tax, fee, utility, and grant revenues, to provide the services needed by Seattle residents, businesses, and organizations.

The City should have meaningful performance measures for services and adjust service delivery based on those measures by reviewing its programs, services, and contracts to ensure effectiveness and alignment with current community priorities. Such reviews are a best practice to ensure transparency and accountability.

The City of Seattle must comply with all legal requirements for the use of public funds and adhere to best practices for finance, technology, and human resources.

The City of Seattle should regularly review its internal processes to identify and eliminate unnecessary duplication, operational inefficiencies, and outmoded practices that impede the effective and efficient delivery of City services.

The City of Seattle should be organized into a reasonable number of agencies with distinct and clear missions.

The City of Seattle should be accessible to all residents, businesses, and organizations and should continue efforts to engage historically marginalized communities through long-standing successful efforts such as the Citywide Women- and Minority-Owned Businesses (WMBE) and City's Priority Hire programs.

The City of Seattle should ensure that requirements imposed on residents, businesses, and organizations serve necessary public purposes and are done in a coordinated and coherent manner.

The City of Seattle should provide excellent customer service consistent with best practices for public and private organizations, which includes effective management of more than 330,000 annual inquiries submitted through the Find It Fix It app and the Customer Service Bureau webform.

The City should use data and evidence to guide our decisions and improve outcomes for residents. The City's data practices should support coordination, data quality, and clear accountability throughout the organization.

Therefore, I, Katie B. Wilson, Mayor of Seattle, order the following actions:

Section 1. Establishment of a cross-departmental work group to strengthen central administrative services as the operational foundation of City government.

I direct my Director of City Governance and Human Services to convene an interdepartmental team with the City Budget Office (CBO), Office of City Finance (OCF), Department of Finance and Administrative Services (FAS), Seattle Department of Human Resources (SDHR), and the

Seattle Information Technology Department (Seattle IT). The interdepartmental team is charged with strengthening the City's internal operational services to enhance the City's ability to deliver efficient, responsive, and resilient public services. This Order empowers these department heads to implement new policies and procedures within their departments to achieve the intent of this executive order. All Executive departments and offices are expected to work collaboratively with this team.

Section 2. Development and implementation of specific improvements.

The interdepartmental team shall consider the following topics, among others, as part of its initial set of recommendations. The interdepartmental team does not need to address all topics identified below and can consider other concepts that meet the intent of this executive order.

- Create an outcomes-driven budget review process to assess and improve City programs and services.
- Improve capital project planning and tracking, ensuring capital funding addresses the most critical needs while reducing delay across all City departments.
- Develop a streamlined policy for acquiring software, hardware, and IT systems citywide.
- Update accounting practices to increase efficiency and expand electronic payment options.
- Modernize cash management procedures to prevent excess balances and resolve cash deficits.
- Evaluate and enhance risk management through a citywide risk register and enterprise approach.
- Review and improve central cost allocation models, including technology, space, and service utilization.
- Consolidate and update City financial and fund policies into an integrated, modern framework.
- Build a consistent grants management framework ensuring compliance, tracking, and standardized practices.

- Expand coordinated customer service, improving responsiveness, communication, and request-tracking across departments.
- Evaluate personnel processes to improve consistency and timeliness in HR activities.
- Advance citywide data governance and update the enterprise data strategy.

Section 3. Draft recommendations and adoption

The interdepartmental team shall deliver an initial set of recommendations to the Mayor by March 30, 2027. The recommendations should include a prioritized list of actions the interdepartmental team believes will have the greatest impact on government efficiency and the development of a sustainable City budget. Executive departments and offices shall comply with all centralized policies and procedures that result from these recommendations and are adopted through the appropriate existing authority and governance process.

Any questions regarding this Executive Order should be directed to Mark Ellerbrook, Director of City Governance & Human Services.

Dated this 18th day of September 2026.

A handwritten signature in black ink that reads "Katie B. Wilson". The signature is written in a cursive, flowing style.

Katie B. Wilson

Mayor of Seattle