City of Bellevue
Enterprise Technology Strategic Plan

2023-2027

Information Technology

Updated June 2024

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Introduction

The Enterprise Technology Strategic Plan aligns technology priorities and resources with the city's overall vision as set by the City Council. Bellevue is the fifth largest city in Washington, has a population of more than 154,000, and is the high-tech and retail center of the Eastside. There are more than 170,000 jobs in the downtown skyline of gleaming high-rises.

The Five-year Enterprise Technology Strategic Plan enables the City Council Vision for Bellevue

The Enterprise Technology Strategic Plan, managed by the Information Technology Department (ITD), in consultation with partners across the city, looks at the emerging technology needs and major trends that will impact Bellevue in the coming years. It defines technology strategies to support the City Council's Vision, and to further serve the community. The Enterprise Technology Strategic Plan takes a five-year planning horizon with updates that align with the city's biennial budget process.

City of Bellevue Mission, Vision and Values set the Foundation for ITD

The broader city mission, vision and values set the foundation for the organization's culture. Technology operations, projects, and initiatives fit within this context. Technology can be a powerful tool to further the city's goals in all these areas.

Mission

Provide exceptional customer service, uphold the public interest, and advance the community vision.

Vision

Be a collaborative and innovative organization that is future focused and committed to excellence.

Core Values

- Exceptional public services
- Stewardship
- Commitment to employees
- Integrity
- Innovation
- Diversity, equity and inclusion

The City Council 20-Year Vision Guides the Focus Areas

The adopted City Council Vision includes six strategic target areas, with three-year priorities to guide budget decisions. While technology will be used to make progress across all target areas, the following statements from the Council Vision specifically highlight the role of technology in creating "the city where you want to be." The six strategic areas include:

High Performance Government
Bellevue is committed to providing exceptional city services through data-informed and collaborative decision making, strategic investment of public resources, strong commitment to our employees and inclusive engagement.

Vibrant Economy
Bellevue is a destination for residents, workers, visitors and learners from around the world. Home to leading global companies, Bellevue works with a variety of partners to welcome the world's visionaries to take on today's biggest challenges and build a better tomorrow.

Safe and Efficient Transportation System
Bellevue offers a multitude of transportation options, with a commitment to Vision Zero and emphasis on reliable, predictable, and sustainable travel options for everyone from all walks of life. Bellevue is well-connected to the region via roads, trails and transit. The transportation network is well-maintained to provide safe travel in neighborhoods, to schools, to health and wellbeing services, and to Bellevue's bustling entertainment, shopping and commercial centers.

High Quality Built and Natural Environment

We work to create iconic destinations and vibrant spaces for everyone to enjoy. Growth is focused on dense, mixed-use centers and transit, while maintaining a well-balanced mix of business and commercial properties. Residents have access to a wide variety of housing types in Bellevue to meet the needs of households across all income bands and life stages. The city values neighborhood identities and character. Bellevue is a community of diverse, vibrant and well-maintained neighborhoods with connections to transportation, schools, parks, trails and the natural environment.

Community Health and Safety

Bellevue promotes a community where all people can thrive, feel safe and enjoy access to city amenities and services. We are committed to providing a proactive range of prevention, intervention, enforcement and support activities to protect life, property and the environment.

Thriving People and Communities

Bellevue is the cultural heart of the Eastside, where people from around the world and just around the corner are welcome. Residents have access to cultural opportunities and spaces within our city that bring people together, build bridges to understanding and provide a sense of community identity and possibility.

Information Technology Department Mission is about Partnership and Commitment

The Information Technology Department partners, innovates and evolves to deliver high value, customer-focused solutions within the context of those seven strategic areas. The ITD mission focuses on what is needed to meet rapidly developing technology and business challenges:

PARTNERSHIP to achieve effective solutions that optimize operations and service

Commitment to INNOVATION with the organization and community

Responsibility to continue EVOLVING our services and technology

The Enterprise Technology Strategic Plan Consists of Two Important Parts

The Enterprise Technology Strategic Plan consists of guiding principles and strategic pillars. The guiding principles shape how the city will work together to deploy technology solutions and the strategic pillars focus on what Bellevue strives to achieve in technology advancement over the life of the strategic plan.

The Plan was Created through a Collaborative and Comprehensive Approach – and Adopted in June 2023.

This plan took shape over the course of six months, starting with evaluating current services in ITD, connecting with every department across the city on their strategic goals, and then aligning department goals with Council Priorities. From there, ITD looked externally at best practices, research, other jurisdictions, and opportunities to innovate. Several groups across the city evaluated the draft plan and made suggestions including the Change Advisory Board, Operations Policy Team, and Leadership Team. The Leadership Team adopted the plan in June of 2023.

Enterprise Technology Guiding Principles

SHAPING HOW WE WORK

Guiding principles ensure that strategies, policies, and practices are aligned and support the overall business and strategic objectives of the city. The principles also serve to guide decision-making in a resource constrained environment.

1 Public Benefit

Technology investments are driven by public benefit including:

- Prioritizing investments that support the strategic direction of the city;
- Ensuring efficiency across the enterprise portfolio;
- Adopting a user-centered approach to technology deployment;
  - ◇ Offering solutions that meet users' accessibility, usability, or language needs.

2 Partnership

To ensure successful solutions for business technology needs, ITD partners with departments in:

- Evaluating and streamlining business processes before making technology investments;
- Aligning business practices with industry best practices, laws and regulations;
- Adopting consensus-based, decision-making where all stakeholders support solutions;
- Leveraging off-the-shelf cloud solutions;
- Using existing applications, systems and infrastructure when feasible;
- Decreasing customization and custom-built solutions;
- Developing software and hardware standards to meet business requirements while ensuring security and regulatory requirements are considered.

3 Stewardship

ITD retains responsibility for the enterprise technology portfolio with a lens for increasing the efficiency, effectiveness, and sustainability of investments by:

- Ensuring standards are met for security, enterprise architecture, integration, identity management, and data management for all technology systems;
- Aligning with federal standards for accessibility and language access;
- Scoping investment and technology life cycles;
- Reviewing technology purchases and contracts to ensure both financial sustainability and long-term functionality of solutions;
- Pursuing regional partnerships in areas that benefit from standardized service delivery and cost savings;
- Partnering with departments to deliver training on technology solutions.

4 Innovation

Innovative technologies are encouraged while balancing risk and rewards.

- Supporting entrepreneurial partnerships with other public and private sector entities;
- Demonstrating technology innovation with pilot and demonstration projects where they help reach city goals.

5 Transparency

The City of Bellevue's records are the public's records. The city ensures transparency by providing timely and efficient internal and external access to information by:

- Establishing policies for managing the data the city collects, including compliance with local, state and federal regulations;
- Establishing procedures for protecting private information that is exempt from public disclosure;
- Establishing guidelines that govern the use of data collected that respects the desires of the public for privacy within the parameters of applicable law.

6 Data-Driven

Bellevue leverages the city's and other data to inform decision making, drive operational excellence and accountability, and to augment engagement and equity.

- Ensuring city data is accessible and transparent to inform operations and city outcomes;
- Striving for accuracy, consistency, quality, and removal of bias in the data that departments produce, collect, and/or use;
- Developing and maintaining enterprise data platforms and standards in partnership with departments while balancing accessibility, privacy, and transparency consistent with relevant laws;
- Providing the platform and standards for appropriate data protection and classification, while enabling self-service data access and report generation.

7 Resilience

Cybersecurity and resilience are critical to the continuity of city operations. ITD leads the city in:

- Establishing and enforcing cybersecurity standards;
- Continually training city staff on best practices;
- Backing up and securing data and systems;
- Establishing plans for natural and cybersecurity emergencies.

8 User-Focused

Technology is most impactful when users have the appropriate knowledge and skills. ITD and departments will share responsibility for:

- Identifying and upholding core technology requirements for existing roles and new positions;
- Developing relevant user guides, education requirements, and training plans for using technology;
- Promoting a culture of continuous and collaborative learning;
- Supporting staff through change management as technology needs evolve.

Strategic Pillars

GUIDING OUR FOCUS

The strategic pillars are critical. They set the focus for technology priorities and allow us to move together as One City. The strategic pillars are:

- **Grow digital business**
- **Drive workforce productivity**
- **Support digital equity and inclusion**
- **Promote innovation**
- **Enable cyber resilience**

The following sections detail the goals in each of these five areas and how they connect to the Council vision and priorities.

Grow Digital Business

The city is poised to enter its next phase of digital transformation. Major lines of business applications are amid a significant replacement cycle, which will bring in modern, cloud-based platforms running core business processes and enabling ecosystems of mini-apps, plug-ins, and processes that can transform the digital workplace. Employees expect to work seamlessly from anywhere, securely. Our community expects seamless service delivery online.

The new business platforms are enhanced by:

- **Integration** – Application connectors can quickly integrate systems, business processes and data to create more streamlined workflows and data sharing across the portfolio of technology platforms.
- **Automation** – Robotic process automation (RPA), can perform routine tasks and labor-intensive processes. RPA and Artificial Intelligence (AI) brings orchestration, decision making and chat capabilities that also enable more complicated self-service options.
- **Emerging Capabilities** – Cloud platforms can more quickly deliver new capabilities, such as AI-informed efficiencies and data analytics engines that can reduce errors and speed up service delivery.

Council Vision: We support public engagement, innovation and connectivity using effective and inclusive forms of outreach. We make decisions in a transparent manner, work to address mutual needs and support public engagement. Our residents know their local government listens to, cares about and responds to them.

Objective: Promote and enhance inclusive, accessible community engagement in city services, programs and projects. Deliver responsive and efficient customer service to residents and businesses that foster trust and collaboration between the city and all members of the community.

Council Priority: Identify and implement enterprise approaches to service management, community engagement and data analytics to improve customer service, access and transparency.

Strategic Goals:

1. Establish and deliver secure, modern technology platforms across key enterprise functions in alignment with Bellevue's Strategic Target Areas, including Enterprise Resource Planning, Service Management, Asset Management, Public Engagement, and the Office Platform.
2. Refine and augment digital government where in person and online experiences are effective for the public and employees.
3. Automate across platforms to achieve business efficiencies.
4. Establish and expand workforce productivity configurations that support new ways of working and hybrid government.

STRATEGIC PILLAR

Drive Workforce Productivity

The substantial changes being introduced by new application platforms, combined with the speed of technology updates, necessitate a focus on improving technology skills across the city. Increasing demands on staff to run and participate in hybrid meetings, visualize, and analyze data, optimize business processes, and manage agile projects requires technology proficiency and a commitment to continually learn.

Increasingly, staff need technical skills such as:

- **Skillful Communications:** Including proficiency with discussion channels, managing files and sharing in the cloud, and Office 365.
- **Data Engagement:** Manage, analyze, and make data informed decisions, papers, and presentations.
- **Effective Project Management:** Effective and consistent tools and management practices in agile project delivery.

Council Vision: The city is committed to continuous improvement, performance excellence and strategic use of resources. We ensure high performance by operating under core values that drive our behaviors and by attracting, retaining and developing a diverse workforce. We model an inclusive and responsive work culture by providing growth opportunities and investing in our employees.

Council Priority: Identify and implement enterprise approaches to service management, community engagement and data analytics to improve customer service, access and transparency.

Strategic Goals:

1. Promote technology competency to ensure a future-focused workforce.
2. Provide advanced skill building to achieve promises of new technology platforms.
3. Expand opportunities for self-service technology solutions and learning.

Support Digital Equity and Inclusion

Bellevue welcomes the world and seeks to provide inclusive, accessible technology platforms for residents and businesses to interact with the city. This work includes user experience, accessible technology, connectivity, and multi-lingual services. The pandemic accelerated the ways people interact with the city online and Bellevue wants to support digital experiences that are:

- **Inclusive** – Creating a fair and just community involves removing barriers for people to fully participate in society. Digital inclusion tackles the digital divide by focusing on hurdles from disabilities, language access, affordability, and digital illiteracy.
- **Focused on users** – Beyond compliance, understanding users' needs and incorporating them into technology solutions drives innovation and improves overall satisfaction. It is a best practice that consistently reaps benefits,
- **Compliant with applicable laws** – Bellevue complies with laws, such as Americans with Disabilities Act (ADA), Section 508 of the Rehabilitation Act and Title VI of the Civil Rights Act. The city also adheres to industry standards, such as the Web Content Accessibility Guidelines (WCAG) 2.0 AA.

Council Vision: Bellevue values, listens to and engages with many voices within our community and is responsive to emerging needs. Residents know they are an essential part of the community and have opportunities, with the necessary infrastructure, to engage with the city and each other.

Objective: Optimize data, technology and metrics to guide decisions, improve results and enhance service delivery in an equitable manner.

Council Priorities: Enhance community engagement efforts to increase equitable public participation in city decision-making and improve the reach and effectiveness of the city's engagement strategies.

Strategic Goals:

1. Increase multilingual access to city information and services.
2. Ensure city technology meets accessibility standards.
3. Develop partnerships to support increased and equitable internet and technology access for the public.

Promote Innovation

Cities are asked to tackle technology innovations at greater speed including cybersecurity and data access challenges, using data to enable speedy and reliable processes, enabling online access to all public meetings, and being ready for autonomous vehicles on their streets. Emerging capabilities offer great benefits to the city to improve operations and services with responsible preparation. Promising innovations will drive transformative city services in:

- **Next-Generation Connectivity** – 5G cellular, Wi-Fi 6, low-Earth-orbit satellites and fiber to the premises are expanding coverage and increasing speeds for the backbone of communications, cloud, mobile, and the internet of things.
- **Cloud Data Analytics** – Storing and analyzing data that organizations produce on a daily basis to extract actionable business insights and support intelligent advancements in generative AI.
- **Generative AI** – Generative artificial intelligence (AI) are algorithms that can absorb enormous knowledge, be trained and then create new content, including audio, code, images, text, simulations, and videos. Decades of research is now producing stunningly fast breakthroughs in this field.

Council Vision: Bellevue does business using data and innovative technology.

With our skilled workforce, well-connected multimodal transportation system, reliable utilities, breathtaking beauty and innovation-oriented culture, businesses grow and prosper in Bellevue.

Bellevue is a "Smart City" with a clean, high-quality environment and excellent and reliable infrastructure that supports our vibrant and growing city, including high-tech connectivity. We support public engagement, innovation, and connectivity.

Objective: Be a leader in innovation and connectivity through support of the expansion of next generation wireless technology and the integration of autonomous, connected, electric and shared vehicles into the transportation system of Bellevue.

Council Priorities: Identify and implement enterprise approaches to service management, community engagement and data analytics to improve customer service, access and transparency.

Strategic Goals:

1. Increase opportunities to assess and deploy innovative technologies that meet business needs.
2. Develop funding sources for innovative opportunities.
3. Showcase smart city technologies while continuing to support city-wide plans.

4. Advance citywide data analytics program to include an enterprise cloud platform, performance management system, and mapping portal. Ensure staff across the city have access to tools, training, and communities of practice to further drive analytics practices.
5. Deploy generative AI responsibly and transparently including policy guidance.

STRATEGIC PILLAR

Enable Cyber Resilience

Increasing cyberattacks and data breaches will continue to challenge enterprises. This is being aggravated by global conflicts and emerging technology. Risk to critical infrastructure is also increasing as information technology and operational technologies merge to deliver operational efficiencies and improve public services, a key goal of Smart Cities. The city needs to continue staying ahead of these challenges and investing in tools and emerging practices to minimize the overall risks. Maintaining the benefits of strong security hygiene practices and layered security tools and services is also key to prevent vulnerabilities in the security fabric.

Council Vision: The city utilizes innovative strategies to ensure safety and health services are provided equitably to our diverse community. These strategies include employing technology to improve response, resiliency and communication. We prioritize cybersecurity to maintain safety, continuation of services, reliable infrastructure and effective emergency preparedness.

Objective: Protect mission-critical physical and technology infrastructure, in addition to sensitive data, against new and increasing threats.

Council Priority: Identify and implement enterprise approaches to service management, community engagement and data analytics to improve customer service, access and transparency.

Strategic Goals:

1. Improve resiliency of technology systems to prevent adverse cyber events and minimize service impacts.
2. Increase cybersecurity competency of Bellevue staff to ensure safer online experiences for everyone.
3. Advance cybersecurity process maturity to keep up with emerging threats.

Notes