City of Bellevue
Enterprise Technology Strategic Plan

2023-2027

Information Technology

Updated July 2023

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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 152,000, 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 20-year 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 Priorities, 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

The City Council 20-Year Vision Guides the Focus Areas

The City Council adopted a 20-year vision that includes seven strategic target areas and 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 seven strategic areas include:

Economic Development
Bellevue is known as a hub for local and global business. We attract the best – a highly educated, entrepreneurial and talented workforce – and the best choose Bellevue. We are home to headquarters for global businesses and innovative start-ups moving beyond the garage. Innovation is key to our future.

Transportation and Mobility
We are a multimodal and Vision Zero city with reliable and predictable transportation choices. A state-of- the-art intelligent transportation system minimizes traveler wait times and frustration, as people are safely moved through the city. Public transportation is ample, with seamless, reliable connections and a wide variety of services, including local transit, circulator buses, taxis and ride-sharing services. Walking and biking are safe and enjoyable ways to get around.

High Quality Built and Natural Environment
Bellevue's built environment has it all, and people find exactly where they want to live and work. The diverse and well-balanced mix of business and commercial properties and the wide variety of housing types and affordability attract people who desire a safe, sustainable, inclusive, and accessible community. 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.

Bellevue: Great Places Where You Want to Be

For many of us, Bellevue is home. For the rest of the region and the world, Bellevue is a destination. Learn, relax, shop, eat, cook, read, play, or marvel at our natural environment. Whatever your mood, there is a place for you in Bellevue. Our community buildings and centers, libraries, City Hall, and museums provide places where neighbors gather, connect with each other, and support our civic and business institutions.

Achieving Human Potential

Bellevue is a caring community where all residents enjoy a high quality of life. People from around the world are welcomed by people from around the corner. Bellevue listens, engages, and values the many voices within our community. Residents know they are an essential part of their community and have many opportunities to engage with the city and each other. The city's outreach is inclusive and culturally sensitive.

Regional Leadership and Influence

Bellevue leads, catalyzes, and partners with our neighbors throughout the region to advance common goals. We are at the center of the lakeside crescent formed by the cities of Redmond, Kirkland, Bellevue, Issaquah, and Renton.

High Performance Government

Bellevue is characterized by high performance government. Our residents live in a safe, clean city that promotes healthy living and well-being. People choose Bellevue because we are a well-managed city. Residents realize a direct link between their local tax dollars and the services they receive. Bellevue does its business using data and cutting-edge technology. City government uses all forms of outreach, including technology, to connect with its residents – giving them a voice and visibility. We seek input from our residents and businesses, and this input informs city decision-making. We make decisions in a transparent manner and support public engagement and connectivity.

Information Technology Department Mission

The Information Technology Department partners, innovates and evolves to deliver civic technology solutions that help communities thrive. ITD's mission focuses on meeting rapidly developing technology and business challenges.

PARTNERSHIP to achieve effective solutions that optimize operations and services

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. Bellevue achieves this by:

- 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   Resilient

Cyber security 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: Bellevue is characterized by high-performance government. People choose Bellevue because we are a well-managed city. Residents realize a direct link between their local tax dollars and the services they receive.

Council Priority: Identify and implement technologies that improve customer service from the City of Bellevue.

- Share clear and timely information.
- Engage and listen.
- Be responsive.

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: Bellevue does its business using data and cutting-edge technology.

Council Priority: Identify and implement technologies that improve customer service.

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 is an equitable community. Equity is a core value, and we actively work to build an inclusive community. City government uses all forms of outreach, including technology, to connect with its residents, giving them a voice and visibility. We support public engagement, innovation, and connectivity.

Council Priorities: Leverage data and technology to enhance community engagement, equity, and accountability. Continue to implement the Diversity Plan.

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: We are a growing center for a broad range of technologies – including software, mobile communications, 5G, cloud computing, artificial intelligence, eco-districts, interactive media and entertainment, and medical devices and services. 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.

Council Priorities: Advance implementation of the Smart City Strategy, including advanced transportation technology and autonomous, connected, electric and shared vehicle technologies. Leverage data and technology to enhance community engagement, equity, and accountability.

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.

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: Bellevue does its business, using data and cutting-edge technology. City government uses all forms of outreach, including technology, to connect with its residents, giving them a voice and visibility.

Council Priority: Identify and implement technologies that improve customer service from the City of Bellevue.

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