

# City of Redmond – Technology and Information Services Strategic Framework

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## Introduction

The Technology and Information Services (TIS) builds and operates the City's technology infrastructure and runs programs that advance the Mayor's vision for "A dynamic community that enhances livability and sustains the environment, and that places Redmond as a leader locally, regionally, and nationally."

This Strategic Framework (Framework) details priorities for TIS for the next 4 years, 2021-2024, but that also align with the City's 2050 vision. TIS has considered and seeks to align this Framework with other efforts within the City, including the Community Strategic Plan, the 2050 Comprehensive Plan, and TIS-specific technology roadmaps. The purpose of this Framework is to ensure that TIS will meet future challenges and take advantage of opportunities so that the City of Redmond can continue to meet the needs of the Redmond community.

## This Document's Organization

This Strategic Framework opens with statement of Mission developed by TIS and briefly describes how our organization is structured to deliver technology solutions and services to our customers and the broader Redmond community. The next section, *Where we are now?*, describes the drivers that affect our work today, and will continue to do so over the span of this Strategic Framework. We also discuss *Our Shared Values and Principles*. This section draws on specific value statements that the City of Redmond has established for itself, and how TIS aligns with them. Having constructed a foundation for the Strategic Framework, the document then introduces *Objectives* and associated strategic planning strategies, targets and measures. The objectives emphasize those areas where TIS must focus attention to maintain exceptional customer service, retain high-quality staff and fulfill our mission. The strategies add specific detail to each of these objectives. The performance targets establish discrete goals against which implementation progress will be routinely tracked. The measures describe how the TIS will determine to what degree we have achieved the target. The Strategic Framework concludes with a description of Next Steps appropriate to convert the Strategic Framework into a detailed Workplans.

## What we do – Our Mission

City of Redmond's TIS department's mission is "Together, we empower a connected community".

### How we work

Delivering technology services and solutions to our customers requires the collaborative efforts of many people, with diverse talents, working throughout the City. The range of services is broad – examples include dispatch systems for the Fire and Police departments, business and residential permitting systems, utility billing systems, comprehensive financial and human resource management platforms, telephony, a highly integrated Geographical Information System, and many of the other systems typically found in any IT department.

An organization's data is perhaps its most valuable asset, and TIS is a key business partner to its customers in managing the lifecycle and integrity of the systems and services that maintain it. One of the biggest drivers of a successful organization is efficiency, and the ability to automate routine tasks is a great way to increase overall efficiency. By and large, TIS is responsible for providing the infrastructure for this automation. At an even more basic level, by implementing the governance for the use of technology systems, TIS enables its customers to communicate, collaborate and automate routine tasks, and generally provide the functionality needed to conduct business.

TIS has many customers, and we aim to put our customers at the center of everything we do by considering and driving for continual and proactive improvements to their experiences with technology. TIS supports external customers – our residents and businesses. TIS supports our cross-departmental customers – staff who deliver the city's services. TIS supports internal customers – IT staff who rely on each other for the skills and services that comprise the solutions we offer.

Technology and Information Services (TIS) is comprised of six teams that combine to manage the lifecycle of all technology-based systems, solutions and services at the city. The full portfolio comprises physical infrastructure such as datacenter, servers, networking, and end-user computing devices, as well as software and services hosted on-premises and increasingly, in the cloud.

1. The **Business Solutions** team builds and maintains a portfolio of several hundred enterprise applications and services that are central to the operations of the City's business processes.
2. The **Enterprise Data** team focuses on data reporting, integrations, and governance relating to city data including Geographic Information Systems (GIS) data.
3. The **Security and Compliance** team is charged with oversight of information security, information technology policy development and alignment, and risk management.
4. The **Project and Portfolio Management** team provides consistent tools and methodologies in support of enterprise project delivery, as well as maintaining a portfolio of information technology projects on behalf of TIS.
5. The **Infrastructure Operations** team is responsible for the city's core network, server, and telephony platforms.
6. The **Customer Care** team acts as the primary front-line support team for issues as well as owning the IT change management process, and vendor contracting.

## Where we are now--Opportunities and Challenges

Redmond is home to diverse residential and business communities and vital natural resources. TIS delivers outstanding, cost-effective technology services. To continue to do so, especially to meet community and data growth, we must innovate and adjust operations and programs. TIS has identified challenges and opportunities that drive our work.

- **Customer Alignment.** Closely align with the technology needs of our customers through a focus on consistent business analysis and project delivery methodologies.
- **Decision making and literacy.** Build a data platform that informs decision making, supports innovation, and provides transparency. Work broadly to raise the Digital IQ of the City.
- **Rapid technology evolution.** Evolve our core systems to benefit from advances in the latest technology and services to increase agility, improve collaboration, and drive security.
- **Attracting and retaining great technology staff.** Continually modernize skills and services to make TIS a great place to work.

## Our Shared Values and Principles

Technology and Information Services strives to embody established City-wide values

**Commitment to Service:** We are purposeful enablers, strategic innovators, and dedicated to continuous improvement.

**Integrity:** We are trustworthy, respectful, professional, and fiscally responsible.

**Accountability:** We succeed and fail together, we strive to exceed expectations, we take ownership.

**Welcoming:** We optimize user experiences, we embrace diversity, we think and act regionally.

## How we will use this Strategic Framework

The Technology and Information Services Strategic Framework will inform workplans to be developed by each TIS team. These workplans will offer more specific information on operational activities and investments that each team will undertake to fulfill the Strategic Framework strategies. These workplans will then, in turn, inform individual staff work plans and other management decisions.

In the first phase of workplan development, TIS project and operational teams, in partnership with end-customers, will map out specific programs and projects necessary to advance the objectives of the four Budget Priorities. During this analysis, TIS will consider the various options and pathways for implementation, analyze the costs and benefits of these options, develop additional performance targets, assess baseline conditions (against which performance target progress will be measured), schedule individual projects and prioritize among various sets of activities.

The success in implementing this Framework will be determined by regularly evaluating the performance targets associated with each Budget Priority. The Strategic Framework is considered a living foundational document and may change in response these evaluations, the City's broader strategic goals, or as new circumstances emerge that required a new or different response from one or more of TIS's customers.

## Strategic Directions

TIS Strategies dictate *how* we are going to accomplish the City's Budget Priority Objectives. TIS teams use these strategies as guardrails to help define detailed workplans. The purpose of TIS Strategies is to provide a predictable path towards where the city is going and how technology plays a part in realizing that future state. Strategies also serve to provide clear communication with stakeholders. In 2021 through 2024, TIS expects to make significant progress across the following core strategies.

### Strategy – Cloud Preferred

The cloud has transformed every aspect of IT services and solutions; it's impact spans everything from basic IT infrastructure such as servers and networking, building block services like storage and compute, and highly finished services such as ERP systems. As the City modernizes existing services and implements new services, we have adopted a cloud preferred approach. Through this strategy:

- The City will seek to deploy public cloud-based solutions in the first instance, only falling back to on-premises (private cloud) solutions where functionality, legal requirements, or other factors dictate.
- The City will migrate a significant portion of its existing infrastructure and solutions to the public cloud, where appropriate.
- The City will adopt modern alternative approaches to solution development and support as opposed to preserving legacy architectures by adopting Platform as a Service (PaaS) solutions as opposed to Infrastructure as a Service (IaaS).
- The City will adhere to cloud-based standards relating to identity management, integrations, security, and data sovereignty.
- The City will continue to evolve budgeting process in support of increased subscription-based procurement.

### Strategy – Data Informed

The City is rapidly evolving its use of data in every aspect of its business and operations. Data is generated and collected by a broad array of applications and services and increasingly the City is using this information to better understand factors that dictate successful outcomes for our customers. Data is also becoming more engaging and open to all with the advent of an increasing collection of interactive data visualization services, mapping services, dashboards, and more. Through this strategy:

- The City will standardize on a common data platform comprising standards, storage, integrations, and performance.
- The City will standardize on data visualization and reporting tools for internal use, mapping, and open data sharing.
- TIS will work collaboratively with departments, council, and other stakeholders on metrics, dashboards, and reporting in support of Budget Priority Objectives.
- TIS will partner with departments to broaden adoption of tools through training, report development, and consultation.

### Strategy – Customer Aligned

TIS is a full-service IT organization and a key measure of its success is to build and maintain the applications and services that directly support City business. Some of these services are foundational –

examples include networking, device lifecycle management, servers and storage, and can be built without a lot of departmental input. Higher level business-focused applications and services, on the other hand, require a significant degree of partnership, joint ownership, and ongoing collaboration as they evolve. The Customer Aligned strategy means:

- TIS will continue to champion industry standard tools and methodologies in support of business analysis, project management, and operations practices.
- TIS will continue to drive operational service improvements by evolving its IT Service Management (ITSM) practices.
- TIS will continue to partner with departments to standardize, rationalize, and modernize applications and services, especially at the new project intake phase.

### Strategy – Smart City Ready

Municipalities, like Redmond, are continuing to apply new technologies and services in support of automating and/or attaining insights into operations.

- Collaborate with Planning and Community Development on the development of a technology-forward 2050 Comprehensive Plan.
- Partner with Public Works and Planning and Community Development on fiber network management, 5G implementations, and other network-related innovations.
- Infra modernization – SCADA, etc... something on these upgrades...
- Capacity building – network, services, components, training, research, collaboration.
- Partner with Public Works and Planning and Community Development to establish technology standards relating to the components, integrations, data management, and security of Smart City building blocks.
- Pilot up to two Smart City-related solution implementations by the end of the 2022 Biennium.

### Strategy – Secure and Compliant

The continued increase in threats from cyber attackers shows no sign of slowing and so ongoing investment in tools and projects relating to the City's security profile will persist. Likewise, protecting the City's data in a way that maintains the City's compliance with State and Federal laws is critical in reducing risk from legal action. Through workplans related to Security and Compliance:

- The City will continue to invest in tools, staff training, and critical regional, national and vendor partnerships to maintain our cybersecurity position.
- The City will continue to profile our applications, services, and data for cybersecurity and regulatory/business compliance risks and implement process changes and/or tools where necessary.
- The Security and Compliance team will continue to oversee all high-risk new and existing projects with respect to maintaining cybersecurity and compliance.
- Risk mitigation – including minimizing the risk from sole technology vendors.



## Budget Priorities and TIS Alignment

The City has documented 4 Budget Priorities, and TIS use these, and their associated Objectives to guide work. The Budget Priorities are as follows:

1. Healthy and Sustainable - We value a healthy environment that supports an active community.
2. Safe and Resilient - We value a thriving community where all people feel safe.
3. Strategic and Responsive - We value a City that is welcoming, service oriented and fiscally responsible.
4. Vibrant and Connected - We value a well-planned and supported community that provides a sense of place.

Related to this, TIS has identified two core performance measures:

1. 99.5% Uptime target for community facing applications and services.
2. Target 45% of Service Desk requests closed within 4 hours, while maintaining a 98% or greater customer satisfaction rating.

### Healthy and Sustainable

Building and maintaining a “healthy environment that supports an active community” requires that the city makes effective use of data to understand how it can balance environmental preservation with growth while also ensuring it meets its climate action goals. Data can come from a range of sources – air and water quality monitoring, measurable access to community services, expenditures, and more. In supporting this priority then, TIS will support objectives with investments in sensor technology, the development of new data visualizations in GIS and Business Intelligence tools, and ensuring community ease of access to supporting online tools and services.

| Objectives  | TIS Deliverables   |
|---|--|
| Objective 1: Use the City’s environmental and park plans to guide strategic investments and partnerships that support a healthy and sustainable environment and community | <ul style="list-style-type: none"><li>• GIS: Maps and visualizations to assist with decision making</li><li>• IO: fiber expansion to support IOT-based monitoring of environment</li><li>• SAC: Develop data privacy policies and security standards to support data sharing</li></ul> |
| Objective 2: Provide engagement, education, and outreach opportunities to promote actions that preserve the natural environment   | <ul style="list-style-type: none"><li>• IO: Integrate consumer identity management into community engagement systems</li><li>• GIS: Develop Story Maps and other visualization to engage the public</li></ul>  |
| Objective 3: Measure performance to improve service delivery and program effectiveness  | <ul style="list-style-type: none"><li>• EDM: Partner on the development of dashboard indicators and related KPIs</li><li>• IO/BSOL: Qualify and deploy IoT technology in support of data collection</li></ul>  |
| Objective 4: Support efforts that improve the sustainability of natural resources and the community’s ability to connect with the natural environment                     | <ul style="list-style-type: none"><li>• IO/BSOL: Enhance/modernize/centralize environmental monitoring systems with support of IoT technology</li></ul>  |

| Objectives  | TIS Deliverables   |
|---|--|
|   | <ul style="list-style-type: none"> <li>• EDM: KPI dashboards in support of analysis of sustainability efforts</li> <li>• GIS: Map IoT devices and their utility</li> <li>• IO/BSOL: Identify and implement interoperable monitoring systems</li> </ul> |
| Objective 5: Maintain Redmond’s quality of life and healthy local ecosystem through compliance to local, state, and federal environmental regulations | <ul style="list-style-type: none"> <li>• EDM: Partner on dashboard metrics related to overall City Health (City Health Index?)</li> </ul>  |
| Objective 6: Inspect, clean and maintain infrastructure to prevent pollutants from entering streams and groundwater                                   | <ul style="list-style-type: none"> <li>• BSOL: Implementation of water monitoring systems</li> <li>• BSOL: Implement one single system to support NPDES compliance.</li> <li>• GIS: Map the City’s infrastructure</li> </ul>                           |
| Objective 7: Provide activities, recreation, and spaces to gather and celebrate our diverse community and learn with each other.                      | <ul style="list-style-type: none"> <li>• GIS: Map programs and services</li> <li>• IO: Implement additional public Wi-Fi at Redmond Parks and Buildings</li> </ul>   |

## Safe and Resilient

Keeping our city safe from crime, physical harm, natural disasters, and other areas of concern necessitates tools and services that are well-aligned and functional in times of crisis, and when we are planning responses to future issues. Tools and services must therefore be of utility when operationally reacting as well as be highly supportive when making plans to maintain a “thriving community where all people feel safe”.

| Objectives  | TIS Deliverables   |
|---|--|
| Objective 1: Use the City’s Police, Fire, Comprehensive Emergency Management, Transportation Management Plans, and the City’s Comprehensive Plan to guide programs and develop partnerships | <ul style="list-style-type: none"> <li>• EDM: Data-informed decision making</li> <li>• IO: Explore connectivity and federation between City and key partners</li> <li>• SAC: Conduct risk assessments on IT systems storing PII to ensure regulatory compliance with HIPAA, CJI and PCI security standards</li> <li>• SAC: Develop security policies and identity management standards to support federation between City identities and key partners</li> </ul> |
| Objective 2: Develop programs and seek opportunities to partner and collaborate with the public in creating a trusting, self-reliant and safety-conscious community                         | <ul style="list-style-type: none"> <li>• BSOL: Implementing tools to enable the public to interact with police services (Coplogic; Permutium; Lexipol, etc.)</li> <li>• BSOL: Public access to case reports – Lexipol</li> <li>• IO: Integrate consumer identity management into public safety engagement systems</li> </ul>   |
| Objective 3: Measure performance to improve service delivery and program effectiveness  | <ul style="list-style-type: none"> <li>• EDM: Developing reports and tools to more effectively measure public safety effectiveness</li> <li>• BSOL: Enable development of end-user tools (Power Apps) to enter data into the system to ensure data quality</li> <li>• IO: Continue to invest in technology redundancy for critical apps and services, cloud-preferred</li> </ul>   |
| Objective 4: Provide Public Safety programs that educate for and emphasize crime deterrence and prevention of fire, infrastructural and medical emergencies                                 | <ul style="list-style-type: none"> <li>• IO: Build network capacity in support of real-time public safety requirements – e.g. body cameras, city cameras</li> <li>• SAC: Conduct risk assessments on IT systems storing PII to ensure regulatory compliance with HIPAA, CJI and PCI security standards</li> </ul>  |

| Objectives   | TIS Deliverables   |
|--|--|
|  | <ul style="list-style-type: none"> <li>• SAC: Develop data privacy policies to ensure compliance with state, local and federal privacy laws</li> </ul>   |
| Objective 5: Properly train and equip personnel dedicated to responding to emergencies   | <ul style="list-style-type: none"> <li>• BSOL: Create and enhance tools that determine we're meeting our compliance metrics.</li> <li>• TIS: continue to advance technology literacy on existing tools – match tools to scenarios.</li> <li>• IO/CC: Deployment and best practice use of mobile devices.</li> </ul>  |
| Objective 6: Ensure that the Redmond Municipal Code, and Standards and Specifications required by development or public projects is updated as needed  | <ul style="list-style-type: none"> <li>• IO: Partner on specifications for fiber networks, 5G, dig-once policies.</li> </ul>   |
| Objective 7: Invest in infrastructure preservation and replacement across the City to maintain the current level of service, reliability and safety of capital assets, and provide timely and cost-effective replacement | <ul style="list-style-type: none"> <li>• BSOL: System integration to develop deeper analytics – e.g ERP+Asset Management, TIS and Asset Management, etc.</li> <li>• IO: Partner with Public Works to ensure critical network infrastructure is maintained to standards.</li> <li>• SAC: Ensure that IT systems used to manage critical infrastructure for Transportation Sector, and Water and Wastewater Sector are configured to security standards</li> <li>• GIS: Map and identify all city-owned assets.</li> </ul> |

## Strategic and Responsive

Underpinning city investment in community services are investments in our people, our technology, and our finances. From a TIS standpoint investments comprise everything from the deployment and ongoing support of underlying critical systems, the evolution of local and regional technology partnerships, and continuing to enhance existing systems to improve usability, compliance and security.

| Objectives  | TIS Deliverables  |
|---|---|
| Objective 1: Use the Long-Term Financial Strategy and the Community Strategic Plan to guide the City in fiscal matters                | <ul style="list-style-type: none"> <li>• BSOL: Deploy a new ERP solution with enhanced reporting and analytics</li> <li>• BSOL: Eliminate/rationalize legacy applications and consolidate to a more central modernized platform</li> <li>• IO/BSOL: Continue to align financial strategy with subscription-based IT procurement</li> <li>• PMO: Technology Project Portfolio Management</li> </ul>  |
| Objective 2: Connect with the local and regional community through broad and inclusive communication and public engagement strategies | <ul style="list-style-type: none"> <li>• IO: Integrate consumer identity management into key engagement systems</li> <li>• IO: Align with key local and regional partners on network connectivity needs</li> <li>• SAC: Develop security policies and identity management standards to support federation between City identities and regional partners</li> <li>• SAC: Partner with local and regional partners to provide coordinated response to cybersecurity incidents</li> <li>• GIS: Develop intuitive and interactive web maps and apps to engage the public</li> </ul> |
| Objective 3: Measure performance and improve service delivery and program effectiveness   | <ul style="list-style-type: none"> <li>• EDM: Implementation of a community-facing metrics dashboard that visualizes key metrics</li> <li>• TIS: Maintain an average uptime of 99.5% for community-facing systems and services.</li> <li>• PMO: Establish a standard for Benefits Realization on Technology Projects</li> </ul>   |
| Objective 4: Leverage City financial resources with matching grants and partnerships that support and benefit the community           | <ul style="list-style-type: none"> <li>• IO: Align with, and fund King County INET/C3 on regional connectivity needs</li> </ul>   |

| Objectives   | TIS Deliverables  |
|--|---|
|  | <ul style="list-style-type: none"> <li>• TIS: Continue membership with ACCIS to promote and align on regional technology needs and to contribute back.</li> </ul>   |
| Objective 5: Continue to develop strategies that advance the City towards its goals, mission, vision and values  | <ul style="list-style-type: none"> <li>• BSOL: Evangelize electronic signature services to replace manual paper processes.</li> <li>• BSOL: Implement Workforce Dimensions platform to allow any application we build to access our workforce data through APIs and simplifying integrations</li> <li>• IO: Collaborate with Planning and Public Works on Fiber Management Plan</li> <li>• IO: Collaborate with City Departments on IoT and Smart City strategies and workplans</li> <li>• SAC: Develop IT security, data protection and data privacy policies to support innovation while maintaining regulatory compliance with state, local and federal laws</li> <li>• PMO: Establish standard program and project management methodologies.</li> </ul> |
| Objective 6: Use asset management, performance measurement and data to drive decisions regarding City operations, capital expenditures, policy and strategic initiatives | <ul style="list-style-type: none"> <li>• BSOL: System integration (Asset Management, Dashboards, ERP) to develop deeper analytics to support City's asset management plan</li> <li>• EDM/GIS: Use asset management, performance measurement and data to drive decisions regarding City operations, capital expenditures, policy and strategic initiatives.</li> </ul>   |
| Objective 7: Modernize and maintain key business applications and external facing systems  | <ul style="list-style-type: none"> <li>• IO: Integrate consumer identities into customer-facing systems.</li> <li>• IO: Partner with business and BSOL to maintain highly available infrastructure platform for critical business applications</li> <li>• SAC: Develop security policies and identity management standards to support federation between City identities and regional partners</li> </ul>   |

| Objectives | TIS Deliverables   |
|------------|--|
|            | <ul style="list-style-type: none"> <li>• SAC: Conduct security risk assessments on public facing IT systems to ensure regulatory compliance with HIPAA, CJI and PCI security standards</li> <li>• SAC: Ensure that IT systems supporting key business applications are configured to security standards that maintain confidentiality, integrity and availability of the data stored on these systems</li> <li>• SAC: Ensure that IT systems supporting key business applications have IT disaster recovery plans in place to meet service level agreements</li> <li>• PMO: Provide Project Management services to Technology Projects.</li> </ul> |

## Vibrant and Connected

TIS investments here are in support of the City’s aim to provide “a well-planned and supported community that provides a sense of place”. Investments focus on helping to determine how the city services are being used today and how that use could be adapted and changed to meet future demand. Hence, there are significant investments here with GIS – maps and data that assist in the planning process, as well as key technology investments that will help realize an increasingly vibrant and connected future city.

| Objectives  | TIS Deliverables  |
|---|---|
| Objective 1: Use the City’s Transportation Master Plan, Parks Master Plan, Utilities Strategic Plan, and Facilities Master Plan to guide investments for ongoing development and maintenance of the City’s infrastructure and public facilities | <ul style="list-style-type: none"> <li>• IO: Align with City department to ensure alignment with TIS standards for network connectivity services</li> <li>• SAC: Ensure that IT systems supporting key business applications are configured to security standards that maintain confidentiality, integrity and availability of the data stored on these systems</li> </ul>  |
| Objective 2: Plan and produce events and art to connect the community and share a greater understanding of Redmond's diversity  | <ul style="list-style-type: none"> <li>• GIS: Map public exhibits.</li> <li>• GIS: Push data into public mapping services (e.g. Google/Bing/OSM/etc.)</li> </ul>  |
| Objective 3: Promote a welcoming community, civic partnerships and volunteer opportunities to address community needs and human services  | <ul style="list-style-type: none"> <li>• IO: Align with key partners to optimize experience on common collaborative platforms</li> <li>• SAC: Develop data protection and data privacy policies to support data sharing on common collaborative platforms while maintaining regulatory compliance with state, local and federal laws</li> </ul>   |
| Objective 4: Increase units of housing supply and variety accessible to all income levels that is aligned with anticipated demands  | <ul style="list-style-type: none"> <li>• GIS: Qualify GIS-related tools to assist with planning.</li> <li>• IO: Align with Planning Department on servicing connectivity needs of lower-income communities</li> </ul>   |
| Objective 5: Support well-managed public infrastructure, facilities, and technology infrastructure, with long-range planning, asset replacement, maintenance and upkeep to meet level of service expectations                                   | <ul style="list-style-type: none"> <li>• IO/BSOL: Migrate legacy applications and core services to SaaS model where possible</li> <li>• TIS: Align with Finance on procurement strategies for subscription-based technologies and services</li> <li>• IO: Align with city-departments on maintaining technology infrastructure to City standards</li> <li>• SAC: Conduct security risk assessments on IT systems to ensure</li> </ul> |



| Objectives   | TIS Deliverables   |
|--|--|
|  | <p>regulatory compliance with HIPAA, CJI and PCI security standards</p> <ul style="list-style-type: none"> <li>• SAC: Ensure that IT systems supporting city operations are configured to security standards that maintain confidentiality, integrity and availability of the data stored on these systems</li> <li>• SAC: Ensure that IT systems supporting city operations have IT disaster recovery plans in place to meet service level agreements</li> </ul>                |
| Objective 6: Promote the use of alternative modes of transportation and invest in transportation infrastructure and programming that supports a variety of modes and choices | <ul style="list-style-type: none"> <li>• IO: Ensure key scenarios are prioritized in Fiber Management Plan and Smart City strategies</li> <li>• GIS/BSOL: Explore tools, standards, services in support of objective</li> </ul>  |
| Objective 7: Support the development community and local businesses by creating and maintaining an environment that is inviting to do business in.                           | <ul style="list-style-type: none"> <li>• TIS: Align cable franchises and ISPs with community needs</li> <li>• BSOL: Improve customer experience with getting permits for building within city limits</li> <li>• BSOL: Ensure business license process is straight forward and efficient</li> <li>• SAC: Collaborate with local businesses to provide guidance and awareness to protect their customer data and their business data from growing cybersecurity threats</li> </ul> |

## Business Technology Investment Program

The 2021-2026 Business Technology Investment Program (BTIP) serves to advance the City's vision for a livable, environmentally sustainable and connected community that places Redmond as a leader locally, regionally and nationally. Technology and Information Systems (TIS) establishes the BTIP portfolio through citywide-collaborative planning that includes both staff and community members. The BTIP portfolio represents a short and mid-term plan for technology implementations to fully support the City's strategic goals. Due to the rapid rate of technology advancements, BTIP projects scheduled in the current or upcoming biennium are planned to a greater level of granularity than projects scheduled to begin in four-six years. Projects scheduled for the 2023-2026 timeframe are planned with a greater level of flexibility which allows adaptation to longer term technology change.

The TIP supports objectives as defined in the City of Redmond Community Strategic Plan to:

- Provide a solid platform of internal systems that support and directly align with city business;
- Modernize key business applications and external facing systems;
- Partner with the Public Works and Planning departments to drive a Smart City strategy; and
- Implement a standard approach to program, project and portfolio management methodologies throughout the City.

### Funded Projects (2021-2022)

In 2019, the City of Redmond identified the "Big Four" enterprise technology projects that, once fully implemented, build an essential foundation for the effective management of core business data and the automation of key business functions. Due to the size and complexity of these four projects, they continue to be the primary focus of technology initiatives in the 2021-2022 biennium. While the Workforce Management and Dynamics 365 implementations are scheduled to be complete in 2022, the core implementation work on the Enterprise Content Management (ECM) and Development Services Platform projects is scheduled to begin in 2023.

### Dynamics 365

As part of an expanding 365 platform, Microsoft launched the Dynamics 365 (D365) suite of business systems in 2016. D365 for Finance and Operations replaces the City's current Dynamics AX finance solution. Microsoft has announced a gradual end to support for the City's legacy product beginning in 2021. The upgrade moves the City's finance solution to the cloud and provides increased opportunities for significant modernization and streamlining of a broadened scope of finance-related business processes, systems integration and data analytics.

### Workforce Management

Current Human Resource (HR) Management, Timekeeping, and Payroll systems in the City are at or approaching end of life and are at risk of losing technical support. The implementation of Kronos Workforce Dimensions, coupled with Cornerstone's Learning and Performance Management tools, moves the City's Human Resources and Payroll solutions to the cloud and opens the door to increased systems integration and business process automation.

### Enterprise Content Management (ECM) Phase 1

In 2018, the City Clerk's office initiated the selection and implementation of an Enterprise-wide

Content Management solution. With the establishment of a City Records Ordinance in October of 2019 and an assessment of current records management practices in 2020, an effort is underway to implement productivity tools which support efficiencies in the storage and management of city records. This work will culminate with the selection of an enterprise-wide records management software solution.

### Potential Future Investments (beyond 2022)

Along with the previously listed projects listed above which are funded in the 2021-2022 biennium, the following projects are planned beyond that timeframe and will be funded in future budget process.

### Enterprise Content Management (ECM) Phase 2

As part of ECM Phase1, the City began work toward the selection and implementation of an Enterprise-wide Content Management solution (ECM). The implementation of this solution is planned for the 2023-2024 biennium as part of ECM Phase 2 project. Once deployed, the ECM solution will better organize documents throughout the City, improve efficiencies around access to records and better align the storage of records with state retention policies.

### Development Services Platform Modernization (Energov)

Modernization of the City's permitting software will require substantial upgrade and shift to a cloud-based solution. Additionally, the City will seek opportunities to expand the scope of permitting processes managed through a centralized permitting solution.

### Asset Management Systems Upgrades

To support the reboot of citywide asset management, TIS has implemented both Asset Works and Lucity. These applications allow staff to report on metrics related to city-owned assets and provide data related to asset condition, work order tracking, preventative maintenance scheduling, and resource availability. These applications will assist the city in streamlining operating activities and capital project development.

### Capital Investment Program-Project and Portfolio Management Tool (PPM)

The City of Redmond plans, designs and constructs numerous capital projects annually. Delivering these projects involves managing complex design and construction contracts, collaborating with project teams and stakeholders and managing both financial and personnel resources. Today these processes rely heavily on disparate data sources and manual business processes. The implementation of a CIP Project Management Solution will standardize and automate business processes and will improve upon the transparency and predictability in the delivery and management of the capital program at the portfolio and contract level.

### Audio/Visual (A/V) Digital Signage

The current audio/visual (A/V) around the City needs improvement and standardization. The A/V project is intended to modernize the current A/V in conference rooms, add A/V to conference rooms where there is none and install digital signage in City buildings where required. The A/V modernization improvements or additions will be in the form of wall mounted displays, upgraded device inputs, standardized cable management and possible integration with Microsoft Teams.

### Municipal Buildings Security System Expansion

There is a need to increase the physical security of the City's facilities due to rising number of incidents throughout the country. Expanding the centrally managed security system to Fire Stations and Parks while improving security at City facilities already on this system will eliminate standalone legacy systems and enable centrally management of security across the network. The centrally managed security system provides better visibility to security alerts and increases flexibility. The system provides the ability to manage the security of an individual door or a given set of doors by allowing access changes to be made in advance or on demand. It also provides an audit trail of all activity including changes made or attempted and granted permissions to access secure doors. This upgrade will both serve to protect City staff and the many visitors City buildings receive and serve daily.

## Contact information

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