

Strategic Priorities

• PUBLIC SAFETY • INFRASTRUCTURE • QUALITY OF LIFE • GOVERNMENT THAT WORKS



HITS GUIDING PRINCIPLES

Business needs drive IT solutions. Utilize a governance structure to align efforts with business goals.

Identify and exploit common business functions and processes across departments when implementing new technologies.

Leverage existing technology platforms before procuring new systems that perform similar or duplicative functions.

Leverage process automation and machine learning (ML) to speed operational adjustments & augment human intervention.

Evaluate business processes for re-design opportunities (don't automate bad processes!).

Buy before build – leverage standard commercial-off-the-shelf solutions over highly customized COTS or internally developed solutions.

HITS Strategic Priorities

OPTIMIZE CITY OPERATIONS

Optimize City operations to align business needs to ensure security, reliability, resiliency, cost, and operating efficiencies

Goal 1 Build next generation IT foundation and capabilities to enhance mobility, collaboration, capacity, and agility

- 1.1 Plan and forecast to right-size IT solutions
- 1.2 Design infrastructure & applications for resiliency to optimize uptime and availability according to business need
- 1.3 Implement best practice frameworks to improve efficiency and achieve predictable service delivery
- 1.4 Choose cloud first where it makes business sense to enable flexible and agile scaling
- 1.5 Prioritize technology solutions that are modern, supportable, sustainable, and scalable
- 1.6 Create, communicate and enforce core IT standards

Goal 2 Security & risk management controls align with the City's risk tolerance and external factors

- 2.1 Ensure a defensible architecture
- 2.2 Secure data and applications
- 2.3 Mature security center operations
- 2.4 Manage third party risks
- 2.5 Manage insider risks

Goal 3 Leverage City assets & capabilities to decrease operating expenses, increase the City's competitiveness, and economic opportunities

- 3.1 Go Digital - reduce and strive to eliminate paper process
- 3.2 Go Mobile - use IT solutions to enable employees to "work where they are"
- 3.3 Leverage tech & innovation partnerships to expedite & optimize cost of expanding City operations
- 3.4 Improve budget efficiency through responsible fiscal management

IMPROVE DATA-DRIVEN DECISION MAKING

Improve data driven decision making through better data access to produce actionable analysis, better decision making, and transparency

Goal 4 Leverage data & analytics to provide timely & actionable insights

- 4.1 Establish and grow enterprise data platforms that provide centralized data to enable ease of data extraction, curation, and sharing
- 4.2 Expand and improve City open data portal and data sets for open and accessible City data to support public engagement and government transparency and accountability
- 4.3 Establish data governance process to achieve proper data classification, quality, integrity, and stewardship
- 4.4 Energize the data community to promote a data culture by creating awareness and developing data skills across the City

IMPROVE ACCESS TO CITIZEN SERVICES

Engage citizens through connected mobile and digital experiences to increase accessibility, participation, and satisfaction

Goal 5 Leverage City assets to provide easy and convenient access to City services for all constituents

- 5.1 Go Digital; Go Mobile: to ensure that citizen-facing services are designed with intuitive user interfaces that simplify the citizen experience and save them time
- 5.2 Leverage tech & innovation partnerships to provide digitally inclusive experience
- 5.3 Increase & improve accessibility for all constituents through technology
- 5.4 Sponsor and promote digital equity initiatives to increase the affordable, high-speed home internet access for residents in Complete Communities.

INSPIRE & EMPOWER EMPLOYEES

Inspire and empower employees to do their best work by developing and aligning their skills to support the strategy and leveraging the power of mobility and collaboration

Goal 6 Develop, retain, and recruit top-tiered workforce

- 6.1 Promote a continuous learning culture and environment
- 6.2 Provide professional development for business continuity and career mobility
- 6.3 Promote a customer experience mindset
- 6.4 Provide creative and innovative learning and research opportunities
- 6.5 Cultivate innovation through adoption of prototyping, next gen tools and next gen techniques
- 6.6 Continuously stimulate collaborative interaction and creative brainstorming

