City of Tacoma Technology Strategy 2021

Goals	Digital Workplace	Data Supported Decision Making	Community & Customer Engagement	Operational Effectiveness
Strategic Actions	Develop and enable technologies that promote collaboration, mobility, and process efficiencies	Provide access to quality data, processes and tools to ensure informed decision making	Deliver and improve technologies that enable increased community and customer engagement	Continually improve services and technologies in order to increase operational effectiveness
Outcomes	Improved access to timely and appropriate information	Establish and implement a data management/ governance strategy	Improved customer interaction with a single view across products	Streamlined services and tools that are responsive to business needs
Measures	-0 new productivity or collaboration tools for capabilities offered by existing standard platforms	90% of the datasets have owners and stewards	90% of City service offerings include a PCI compliant online option	0 systems unsupported by vendors in production
	New productivity and collaboration capabilities not offered by the existing standard platform, will integrate with existing platform	50% of the published datasets reviewed for accuracy and corrected	90% of public engagement events with an interactive digital component	Total 5 year cost of discretionary project portfolio does not exceed expected benefits
	Three day provisioning of workplace services to any standard work location	100% of budget performance measures published via standard analytics platform	Usage of publicly published data sets increases 10%	Total number of systems required per business capability decreases 10%

Guiding Principles

- Work and governance processes are viewed with an equity lens
- We will ensure alignment with City strategy when making technology decisions
- We will always consider current technology first when looking for business solutions
- We commit to partnering for joint solutions
- We will use common tools for common problems
- Business processes will be improved before applying new technology
- Data is considered an asset that has value to the City and will be managed accordingly
- We will ensure sustainability and system resiliency for new technologies

City of Tacoma Technology Strategy – Representative Initiatives

Initiatives	2021	2022	2023	2024
Digital Workplace				
Microsoft 365 Platform	SharePoint Online Migration & Enable Integrated Apps			
Work from Anywhere		Assessment & Strategy	Device&Location Indep.	
Voice	Upgrade & TPU Networking	Assessment & Strategy	Device&Location Indep.	
Data Supported Decision Making				
Program Maturity	Stewards, Owners, Standards, and Prioritization		Data as an Asset	
Open Data		Open Data Revamp		
Self Service Enablement	HANAlytics and Analytics Use Case Enablement			
Community & Customer Engagement				
Equity Initiatives	REAPS, Equity Index, Citywide Addressing			
Cityoftacoma.org		Design Assessment	Revamp	
SAP NOW		CRM RFP	CRM Implementation	
Operational Effectiveness				
SAP NOW	Managed Payroll		HCM Replacement Mapping & RFP	
Mobile	WFC 1.0 & WFC AMI	WFC Upgrade	New User Enablement	Long Cycle Work
AMI Support	Mass deploy & Meter Maint	Customer Engagement Portal (4 phases)		
Dept. Transformations/Mandates	Body Cams & Video, 911, IVR, Solid Waste, GASB 87, Time Scheduling			
Security	Email Filter Enhancement	Intrusion Prevention System	Cloud to Cloud Assessment	
Infrastructure	Network&WiFi Replacements	Assessment & Strategy	Infrastructure Transformation	