

Town of Hilton Head Island

Technology Strategic Plan

FY2024- FY2026



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Message from the Technology & Innovation Director Thomas Sunday, CGCIO



I am pleased to present to you the **Technology Strategic Plan for Fiscal Years 2024-2026**. This plan has been a collaboration between the Technology & Innovation Department and Town staff to guide the needs of the Town as we move into the future.

Technology is an ever-changing world, and it's necessary that we strive to keep up with the changes and address the coming challenges. Providing our customers with efficient core offerings and exceeding their expectations is the driving force behind our customer service initiatives. We will continue to improve our operations in innovative ways.

The boundaries of technology continue to be pushed and it is imperative that our services enable the Department to effectively navigate dynamic changes. Cyber-attacks happen daily and impact local governments throughout the United States. We will continue to diligently protect the Town's critical data through increased cyber resilience and optimize data utilization to provide safe and secure activity, both locally and through cloud-based applications.

The **Goals and Strategies** set forth in this document will guide the Town's use of technology to enhance security capabilities, leverage new technologies to meet our customers' needs, develop a strong and collaborative workforce, and implement financial stewardship in our departmental budgeting. Our **Tactics** specify the ways we continue to improve our processes, investigate new capabilities, support workforce needs, and implement solutions to keep the department abreast of technology and service delivery.

Thank you to everyone who had a part of this plan, and we look forward to implementing our strategic initiatives for the years to come.

INTRODUCTION TO TECHNOLOGY STRATEGIC PLAN

The **Town of Hilton Head Island FY2024-2026 Technology Strategic Plan** describes the goals and objectives of the Technology & Innovation Department over the next three years to evolve our organization **for the benefit of the Town’s mission, workforce, partner organizations, and stakeholders.**

Our focus is on enabling the Town’s mission through technology. Our vision for the future of technology at the Town is aligned to the Town’s priorities so that we are moving in lockstep with the overall enterprise plan. This includes the Department’s strategic priorities on enhancing cybersecurity, achieving management excellence through innovation, leadership development, and furthering accessibility to foster a talented workforce representative of the public we serve.

TECHNOLOGY & INNOVATION DEPARTMENT

MISSION

Provide innovative, secure, and high-quality customer service to all our internal and external users.

VISION

Deliver exceptional technology services and capabilities, while continually being able to adapt to a future of changing technology demands.

TECHNOLOGY TRENDS

Several trends play a major role in shaping the direction in which we will take the Town’s technology and our subsequent strategic plan.

1. USER EXPERIENCE EXPECTATIONS

As part of our continued SWOT analysis, we strive to improve our user experience. We will continue to improve customer service for all end users. We will improve our new employee onboarding as staff begin their positions with the Town. We also continue to improve on our response to Help Desk requests and meeting the day-to-day needs for all users. A well-planned user experience provides a considerable return on investment for the Town by fulfilling customer needs; increasing productivity, collaboration, and engagement; optimizing development time and costs; and building a relationship of trust and partnership between the Technology Department and internal and external users.

2. CYBER THREATS

Over the last decade, threats to government have increased in the form of cyber-attacks originating from a wide array of players: foreign intelligence services, criminal groups, hacktivists, and insider threats. The attacks have grown in sophistication and include exploitation of systemic weaknesses in authentication architecture, ransomware attacks, social media misinformation, and attacks on supply chains and industrial controls. These risks pose significant danger to our Town's critical infrastructure and could cost millions of dollars to government and commercial organizations in recovery.

Combating cybercrime and cyber-enabled threats to our security remain among our highest priorities in our department's mission to ensure safety against foreign and domestic threats. These risks require us to fortify our existing technology environment and update our approach on how we advise other organizations on cyber capabilities. Our initial focus is to expand and reinforce a resilient enterprise that is both well-protected from threats and has the mechanisms to rapidly recover from attacks with minimal disruption to our mission operations.

3. TECHNOLOGY COMPLEXITY

Technology is rapidly changing how people work. Intelligent automation, process automation, artificial intelligence, machine learning, and natural language processing, to name a few disciplines, all show great potential in transforming operations.

In a rapidly evolving and increasingly more complex digital landscape, our goal is to become the technology advisor and implementation partner of choice to the mission areas. We aim to enhance mission operations and support our users in an impactful way while effectively managing the cost of risk within a more sophisticated technology environment. In addition to becoming savvy on emerging technologies, standardizing architecture, and improving governance and oversight, managing costs and integrating different solutions into our technology ecosystem will be critical. We plan on being at the forefront of understanding and applying best practices to accelerate technology adoption and integration into the mission.

4. OPTIMIZATION OF RESOURCES

As we tackle all the factors needed to perform at a highly efficient level, we will continue to examine our operations for cost savings that can be used to support our strategic initiatives. We must accurately forecast the budgets and resources needed to execute our strategic priorities. To do so, we will need to set up practices to enable cost transparency to support better planning and decision-making in allocating resources to our most critical projects, initiatives, and assets.

5. DISTRIBUTED WORKFORCE

During the COVID-19 pandemic, we learned the importance of adapting to an ever-changing work environment. We see the need for new and flexible tools, policies, and mindsets to support a distributed workforce more effectively and securely. Effectively using technology will continue to enable the organization's people to be productive, communicate, and collaborate well to execute mission responsibilities and maintain our Town culture, even while working remotely.

GOALS AND STRATEGIES

GOAL: ENHANCE SERVICE DELIVERY

Strategy 1: Establish a customer-centric culture that delivers services that meet the dynamic and evolving needs of the organization's mission

Strategy 2: Deliver industry-leading service management practices to improve reliability of IT services and vendor accountability

Strategy 3: Use innovative new capabilities and service offerings to improve or enhance mission operations

GOAL: ELEVATE CYBERSECURITY

Strategy 1: Reinforce Town's cybersecurity foundation

Strategy 2: Enhance cloud security to support the organization's growing cloud adoption

Strategy 3: Centralize cloud monitoring and secure access to cloud services

GOAL: EMBRACE INNOVATION

Strategy 1: Create a culture of innovation to reduce barriers for adopting emerging technology

Strategy 2: Optimize infrastructure and applications to enhance mission-critical operations and collaboration

Strategy 3: Implement intelligent automation to enhance productivity and efficiency

GOAL: EXPAND AND ENHANCE THE WORKFORCE

Strategy 1: Recruit a talented and diverse workforce

Strategy 2: Upskill workforce to keep pace with the transformative impacts of emerging and expanding technologies

Strategy 3: Enable workforce to be agile and responsive so that Town can work efficiently without disruption

GOAL: ENHANCE SERVICE DELIVERY

The Technology & Innovation Department's number one priority is customer service. We strive to provide excellent customer service to our internal and external customers. We continue to enhance the quality of our end-user experiences through a SWOT analysis. We will leverage the voice of the customer, holding vendors that provide us support accountable, while monitoring our services so we can provide quick responses to be more proactive in our service deliveries.

Strategy 1: Establish a customer-centric culture that delivers services that meet the dynamic and evolving needs of the organization's mission.

We will leverage customer feedback to better understand where our services and customer engagement can be improved. This knowledge will be used to facilitate improvements in communication with our internal and external users.

Strategy 2: Deliver industry-leading service management practices to improve reliability of IT services and vendor accountability.

We are responsible for ensuring that the services we contract from providers and the services offered to our customers are reliable, resilient, and transparent. With the prevalence of large-scale cyber-attacks, it is more important than ever that we closely monitor services to detect abnormalities. This is a priority as we moved towards a cloud-based platform for hosted services.

Effective use of technology is critical to the Department's mission and requires limited disruption of service. To prevent unexpected or recurring failures of service, we must enhance our service management practices, such as performing post-incident analysis to apply lessons learned and enhancing configuration management to clearly define connections and dependencies across the environment. We will also prioritize using enhanced cloud technology features for disaster recovery to increase service resiliency and reliability. Resilient services will decrease downtime and allow the Town to remain operational when unexpected events or challenges arise.

We must proactively monitor services to improve delivery of reliable services and detect abnormalities that could cause interruption in service or result in a security breach. Through increased visibility into the performance of services, we can minimize disruptions and meet or exceed performance standards.

As a consumer of both cloud and hosted services, we will establish service level agreements for services that currently do not have one in place or ones that are not sufficiently robust. This will allow us to be a liaison for our customers and be able to hold vendors accountable to a comprehensive set of metrics, responsibilities, and expectations for both parties.

GOAL: ENHANCE SERVICE DELIVERY

Strategy 3: Use innovative new capabilities and service offerings to improve or enhance Mission operations.

As improvements and technologies change, we must be proactive by improving back-office functions to enable staff to be more efficient in their day-to-day operations. Within the various software applications we manage, we have opportunities to work with staff to address their daily challenges and needs. We will continue to use innovative technologies to support these needs.

As the Town's Fire Rescue Department continues to grow and evolve, we must continue to support their mission. The technologies used daily in Fire Rescue and EMS services continue to change, and we will need to adapt to support their needs. As new applications and equipment are developed, we have an opportunity to help make these important and difficult jobs easier and more efficient with technology enhancements.

To help achieve the goals and objectives of this initiative, Town IT will support enterprise tools to address gaps in current technology. The Department is assessing new technology to offer to all components as part of a shared service model to address common requirements and business needs. Over the next 24 months, we will also create an information management strategy and enhance governance to better manage data, information, files, and knowledge to make it easier to access through cloud-based applications.



GOAL: ELEVATE CYBERSECURITY

We must have a standard of excellence for cybersecurity to effectively identify risks and address challenges within our network. These challenges include vulnerabilities and various threats that are changing daily. Our goal is to strengthen our security posture against complex cybersecurity attacks, improve and fortify internal remote access for hybrid work abilities, and streamline identity and access management.

Strategy 1: Reinforce Town’s cybersecurity foundation.

Modernize monitoring and management of internet traffic. Traditional foundational principles implement Trusted Internet Connections. As we build off that foundation, we will implement Zero Trust architecture. This is a strategic approach to cybersecurity that secures an organization by eliminating implicit trust and continuously validates every stage of digital interaction. We will accomplish this through a segmented network to limit interaction, implement least privilege access at the firewall, and log and analyze security events.

Strategy 2: Enhance cloud security to support the Department’s growing cloud adoption.

As we continue to implement cloud technology, we need do so in a coordinated, deliberate way that allows us to prevent, detect, assess, and remediate cyber incidents. In order to protect cloud data from threats, the Department will closely monitor and manage cloud accounts and services while also integrating new technology to tighten security. This is called a Zero Trust security. Zero Trust is a security framework requiring all users, whether in or outside the organization’s network, to be authenticated, authorized, and continuously validated for security configuration and posture before being granted or keeping access to applications and data. Zero Trust assumes that there is no traditional network edge; networks can be local, in the cloud, or a combination or hybrid, with resources anywhere as well as workers in any location. We will focus on three key areas, including improving our cloud service management, enhancing cloud monitoring, and better securing cloud access.

Strategy 3: Centralize cloud monitoring and secure access to cloud services.

As we transition to more cloud services, we need to be able to monitor logins and events within the systems. We also need to secure this through multifactor authentication (MFA) for secure access. We can closely monitor access through MFA when accessing data and applications outside of our network.

GOAL: EMBRACE INNOVATION

We will accelerate innovation by supporting information sharing, improving collaboration, and removing barriers to technology adoption across the Town. As a result, the Town will be better equipped to use data to make strategic decisions, modernize IT systems, and capitalize on new technologies.

Strategy 1: Create a culture of innovation to reduce barriers for adopting emerging technologies.

Today's fast-paced work environment requires us to adapt actively and continuously. We must have the infrastructure and resources to aid in the exploration and pursuit of emerging technologies.

We will continue to improve collaboration between Town departments. This will foster development of technology growth, support day-to-day needs, and help us prepare for future needs.

Strategy 2: Optimize infrastructure and applications to enhance mission-critical operations and collaboration.

As we continue to support hosted services and applications, we need to ensure these important pieces of our day-to-day business are running efficiently and reliably. We will continue to work internally and externally with our service providers to ensure these resources are running at optimal levels.

Strategy 3: Implement intelligent automation to enhance productivity and efficiency.

Taking advantage of new technologies and enhancing our automation processes will help increase productivity and efficiency. Within our existing and future applications, these automation processes will improve functionality and our response time to internal and external users.



GOAL: EXPAND AND ENHANCE THE WORKFORCE

As technologies change and grow, we need to ensure that we have adequate staffing and that the team has the proper training and equipment to be efficient in our day-to-day needs along with being able to properly plan for the future.

Strategy 1: Recruit a talented and diverse workforce.

Attracting a strong workforce that has the skills the organization needs to be successful is a priority as we experience staff turnover. In today's world, most businesses expect an employee to be with the organization five years or less. We will work with Human Resources to ensure our opportunities reach all areas to recruit great people to join our team.

Strategy 2: Upskill workforce to keep pace with the transformative impacts of emerging and expanding technologies.

To be successful with new and emerging technologies requires a team with the skills to use these technologies. We will commit to making the investments in staff to build upon their talents and skills to keep up with demand. Staff upskilling and training is imperative to achieve and maintain our goals. We live in and work in a fast-paced technology environment and must continuously grow to keep up.

Strategy 3: Enable workforce to be agile and responsive so that Town can work efficiently without disruption.

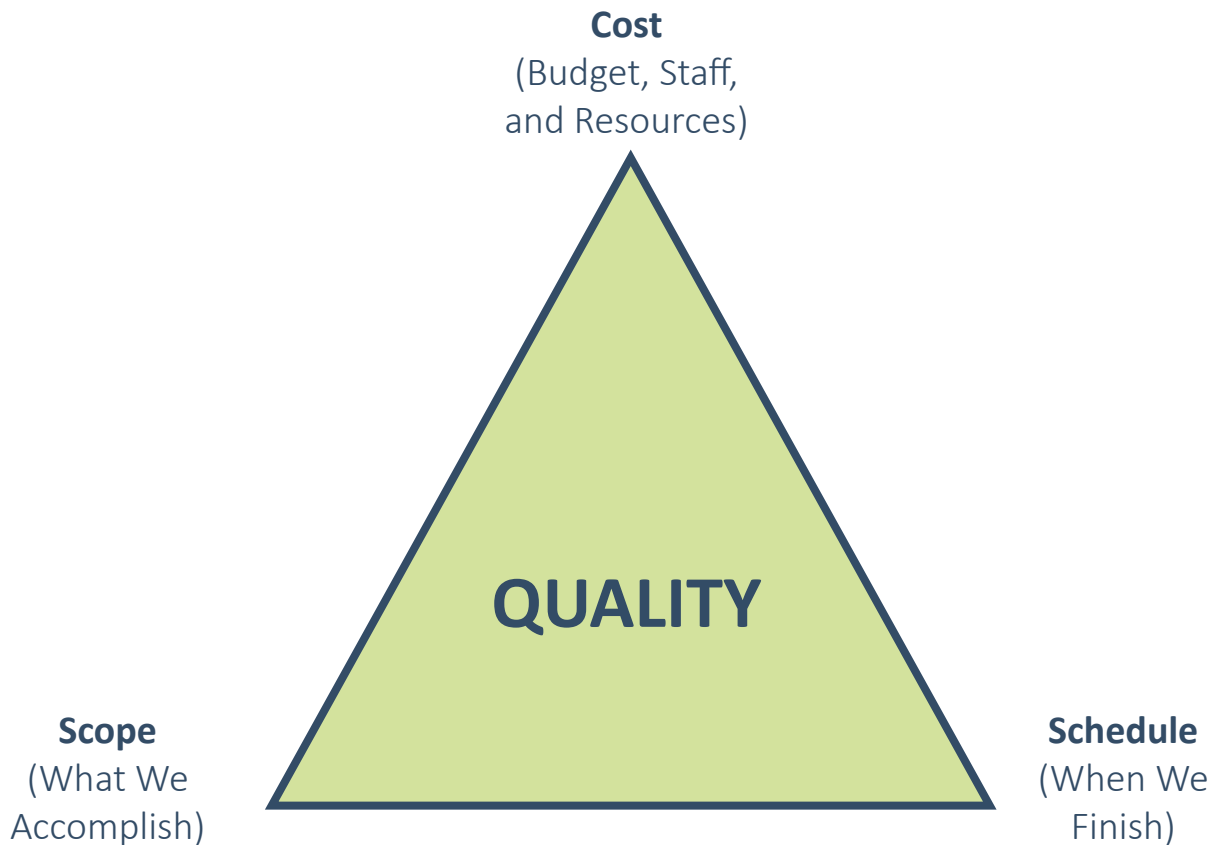
As we learned during the COVID-19 pandemic, we must be more agile in how we accomplish our day-to-day duties. Being a model employer includes evolving our workspaces and work practices to reflect the needs of our staff for today and tomorrow. With the increased adoption of remote work opportunities and the potential need to widen our geographical remote work capabilities, we need to have adequate equipment and resources to handle the hybrid environment to accomplish this efficiently and securely. The idea of being able to support a staff of tomorrow to work from anywhere at any time, both securely and efficiently, is imperative to our growth as a Department and a Town. We will continue to enhance our security and implement modern collaboration tools to accomplish this goal.

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INTRODUCTION TO FY2024-FY2026 TACTICS

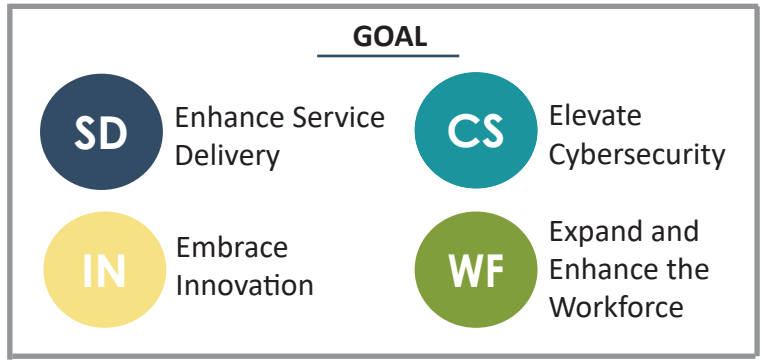
The following pages contain our tactics by goal for fiscal years 2024, 2025, and 2026. Accomplishing these objectives in full, on time, and at a high level of quality will require adequate budget funds, staff time, and resources. These factors will be vital to our success.



























If adequate funding or resources are unavailable, some of our tactics may need to be delayed or reduced in scope in order to maintain quality. This principle is demonstrated in the triangle below, where cost, scope, and schedule are interconnected, and all three have an impact on project quality.



Fiscal Year 2024

TACTICS



				1. Implement Monthly Staff Trainings for all Town staff.
				2. Improve Technology onboarding for new Town staff.
				3. Expand online offerings for all citizens.
				4. Implement cyber-security measures to improve Townwide network security.
				5. Place all vital network infrastructure on a five-year lifecycle replacement.
				6. Improve connectivity between all Town buildings, fire stations and parks.
				7. Place staff laptops/desktops into a four-year lifecycle replacement plan.
				8. Communicate with citizens with interactive displays in various Town locations.
				9. Update existing and implement new policies to address departmental issues.
				10. Move current on-premises document management and user files to cloud-based option.


Fiscal Year 2024 Tactics Detail

- 1. Implement Monthly Staff Trainings for all Town staff.** Give staff training opportunities to help them become more effective with existing and future applications that are used at the Town. Trainings will be offered monthly, and this is an ongoing project.
- 2. Improve Technology onboarding for new Town staff.** As new hires begin with the Town, we will implement improved initial training to help staff become comfortable with Townwide technologies. This will be beneficial to both the Technology Department and the hiring department.
- 3. Expand online offerings for all citizens.** We will improve our online access for citizens. We will review the current abilities within our Customer Self Service Portal and continue to expand this with added capabilities for Special Events and electronic reviews. As part of our continued SWOT analysis, we will look at additional offerings to enhance the Town's online presence.
- 4. Implement additional cyber-security measures to improve Townwide network security.** With the added cloud-based systems local government and business are using, we need to implement multi-factor authentication when outside of our Town network to ensure safety. We will also improve our password requirements for all staff. The addition of Single Sign On focus will also improve security within the various applications we use at the Town.
- 5. Place all vital network infrastructure on a five-year lifecycle replacement.** This equipment is important to our day-to-day continuity of government operations. Our network switches, access points, firewalls, and servers are what maintain the high level of service needed for staff to complete their duties. This is the driving force of our technology needs. We estimate an added cost of \$225,000 to our budget each year to accomplish this goal.
- 6. Improve connectivity between all Town buildings, fire stations and parks.** As technology demands expand year after year, we need to enhance our network connectivity. We can use fiber optics to implement larger bandwidth speed between buildings as we use larger chunks of data. This can be obtained with the adoption of the improved network infrastructure request above. We will also re-cable our existing buildings that have old and outdated low-voltage cabling over the next two years. The cost over the next two years will be an estimated \$85,000.
- 7. Place staff laptops/desktops into a four-year lifecycle replacement plan.** We will replace 25% of our equipment each year. As we become more agile with staff working, most Town staff will have laptops to give that ability to work in the office, at home or in a remote location. Laptops make it easier with our disaster planning and the need to evacuate. Also, after COVID we have learned we need to make the ability to work remote or in a hybrid situation more accessible. In previous budgets we have added funds to replace equipment but not on a set schedule. This process will involve buying equipment with a full four-year warranty to cover the needs of the equipment for its lifecycle. The added cost for this each year is an estimated \$100,000, but as stated earlier, this is not a fully added cost each year due to existing budgeting for equipment purchases.
- 8. Communicate with citizens with interactive displays in various Town locations.** These interactive displays will be able to share information to citizens about upcoming events, meetings, announcements, and other information. With multiple locations that are Town owned properties this will help improve our communication abilities. The cost for this would be for a large monitor and android computer to control the cloud-based software for remote deployment.
- 9. Update existing and implement new policies to address many different issues in our department.** Some of these will be a Disaster Recovery Plan, Cybersecurity training, Hybrid and remote work, and others as we continue to grow.
- 10. Move our current on-premises document management and user files to a cloud-based option.** By using our current Office 365 software, we can help departments and staff transition to a cloud-based solution that we already pay for. With the need to easily access and view these documents, this helps us to move forward in the technology realm and gives staff the ability to access these vital documents from anywhere as long as they have internet access. This project will be phased in over the next two years.


Fiscal Year 2025

TACTICS


GOAL




SD Enhance Service Delivery




















CS Elevate Cybersecurity



IN Embrace Innovation



WF Expand and Enhance the Workforce

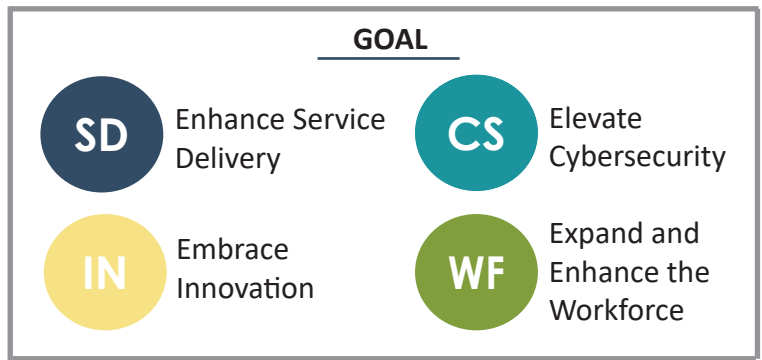
				1. Update the Town’s phone system to a more modern approach.
				2. Improve park and facilities public safety cameras by building off connectivity enhancements from previous years.
				3. Enhance cybersecurity with an Intrusion Detection System.
				4. Continue cloud-based migration of document management system and user documents.
				5. Continue to place all vital network infrastructure on a five-year lifecycle replacement.
				6. Maintain goal of placing staff laptops/desktops into a four-year lifecycle replacement plan.
				7. Hire a Cybersecurity Engineer.
				8. Perform SWOT analysis to identify and improve customer service needs.

Fiscal Year 2025 Tactics Detail

- 1. Update the Town's phone system to a more modern approach.** As we learned from COVID-19, our staff needs to be more agile with their ability to use and answer the phone to improve our service deliveries. With modern phone systems, it is not always necessary to have a physical desk phone anymore. Employees may be able to use applications on their computers or iPad or their cell phone to be able to answer the "desk phone." Certain staff that answer the phone throughout the day will also still be able to have a true desk phone in this instance too. Ease of use and portability are important in the modern workforce. The estimated cost for the project would be approximately \$100,000 and an ongoing yearly cost of \$65,000.
- 2. Improve our park and facilities public safety cameras by building off connectivity enhancements from previous years.** With the harsh weather conditions of the summers in the Lowcountry we need to implement a life cycle replacement plan for the cameras. This will be a five-year plan to address all existing cameras and will also incorporate new parks and facilities into our inventory. This plan is currently in place with CIP funds and will continue as a proactive measure. This cost will be an estimated \$175,000 each year.
- 3. Enhance cybersecurity with an Intrusion Detection System.** This expands off our improvements to network infrastructure from 2024. This system will improve our cyber posture and the ability to quickly detect any abnormalities within our system. This, along with the firewall improvements from FY24, will help make our network more secure and proactive rather than reactive in nature.
- 4. Build off the cloud-based migration of document management system and user documents.** This should be wrapped up within this fiscal year as the two-year project concludes.
- 5. Maintain all vital network infrastructure on a five-year lifecycle replacement.** This equipment is important to our day-to-day continuity of government. Our network switches, access points, firewalls and servers are what maintains the high level of service needed to staff to complete their duties. This is the driving force of our technology needs. As we implement this project, there will be a need to dedicate funds to our annual budget to reach our goal. We estimate this will be roughly an added cost of \$225,000 each year.
- 6. Maintain goal of placing staff laptops/desktops into a four-year lifecycle replacement plan.** We are committed to replacing 25% of our equipment each year. As we become more agile with staff working on laptops, most Town staff will have the ability to work in the office, at home, or in a remote location. Laptops make it easier with our disaster planning and the need to evacuate. Also, after COVID, we have learned we need to make the ability to work remotely or in a hybrid situation an easier transition. In previous budgets we have added funds to replace equipment but not on a set schedule. This process will involve buying equipment with a full four-year warranty to cover the needs of the equipment for its lifecycle. The added cost for this each year is an estimated \$100,000, but as stated earlier this is not a fully added cost each year due to existing budgeting for equipment purchases.
- 7. Hire a Cybersecurity Engineer.** As the need to have a dedicated focus on cybersecurity with the expanded cyber threat that grows daily for local governments, this position will help in the proactive versus reactive state of security. They will monitor the firewalls and intrusion detection systems we have implemented over last fiscal year and this year to properly monitor for abnormalities, and they will help to craft policies and procedures for day-to-day needs. We estimate this position would be compensated in the \$100,000 annual salary range, along with the cost for insurance and benefits.
- 8. Perform SWOT analysis to identify and improve customer service needs.** This will be an ongoing process through the lifecycle of the strategic plan.

Fiscal Year 2026

TACTICS



SD				1. Improve park and facilities public safety cameras by building off connectivity enhancements from previous years.
SD	CS	IN		2. Maintain all vital network infrastructure on a five-year lifecycle replacement.
SD		IN	WF	3. Maintain goal of placing staff laptops/desktops into a four-year lifecycle replacement plan.
SD		IN		4. Perform SWOT analysis to identify and improve customer service needs.

Fiscal Year 2026 Tactics Detail

- 1. Improve our park and facilities public safety cameras by building off connectivity enhancements from previous years.** With the harsh weather conditions of the summers in the Lowcountry we need to implement a life cycle replacement plan for the cameras. This will be a five-year plan to address all cameras in place and incorporate new parks and facilities into the rotation. This plan is currently in place with CIP funds and will continue as a proactive measure. This cost will be an estimated \$175,000 each year.
- 2. Maintain all vital network infrastructure on a five-year lifecycle replacement.** This equipment is important to our day-to-day continuity of government. Our network switches, access points, firewalls and servers are what maintains the high level of service needed for staff to complete their duties. This is the driving force of our technology needs. As we implement this it will be an added cost to our yearly budget to dedicate funds to obtain this goal. We estimate this will be roughly an added cost of \$225,000 each year.
- 3. Maintain goal of placing staff laptops/desktops into a four-year lifecycle replacement plan.** We will replace 25% of our equipment each year. As we become more agile with staff working on laptops, most Town staff will have the ability to work in the office, at home, or in a remote location. Laptops make it easier with our disaster planning and the need to evacuate. Also, after COVID, we have learned we need to make the ability to work remotely or in a hybrid situation an easier transition. In previous budgets we have added funds to replace equipment but not on a set schedule. This process will involve buying equipment with a full four-year warranty to cover the needs of the equipment for its lifecycle. The added cost for this each year is an estimated \$100,000, but as stated earlier this is not a fully added cost each year due to existing budgeting for equipment purchases.
- 4. Perform SWOT analysis to identify and improve customer service needs.** This will be an ongoing process through the lifecycle of the strategic plan.

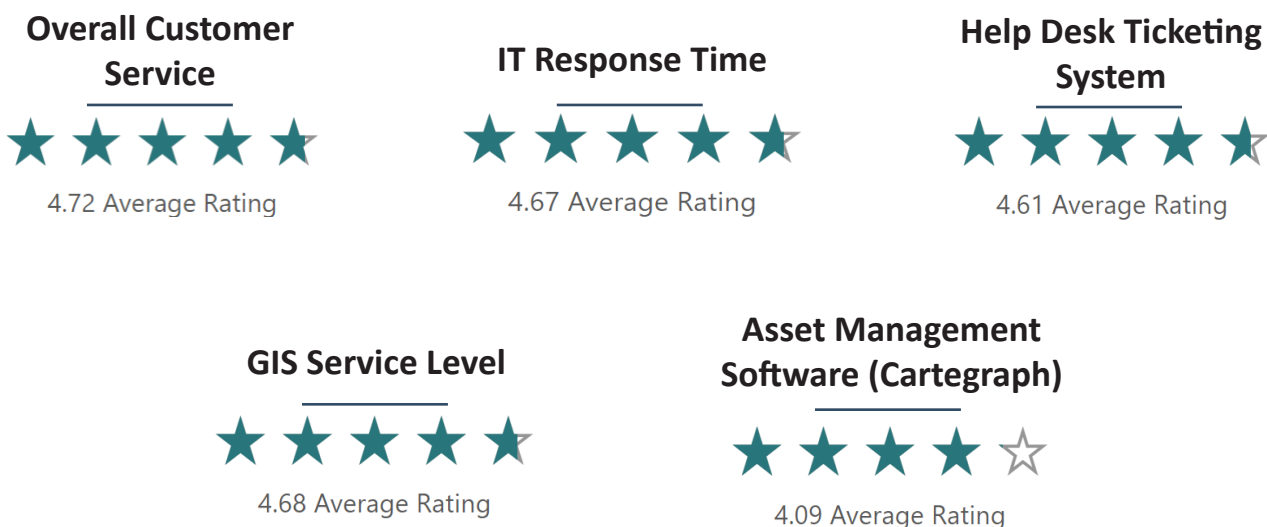
APPENDIX

Sample Results of IT User Survey

October 2022

Below is a summary of 56 responses received. Survey was delivered via email to all staff on October 10 and closed on October 24.

Customer Service Ratings



Overarching Themes

- Desire for cloud-based resources
- Need for training on currently owned software and hardware
- Desire for IT to take greater initiative with training, solution design, and process enhancements
- Proactive IT over reactive IT
- File management and project management is a huge challenge
- Need to balance technology fatigue with technology enhancements
- Individuals working in IT are great at providing individualized customer service, but overall IT management needs direction

APPENDIX

Sample Results of IT User Survey

October 2022

Summary of Open-Ended Responses

What software not currently in use by the Town of HHI would you like to see implemented in the future?

- Access to cloud-based applications for sharing and collaborating such as Confluence
- Better creative solutions- screen capture programs, photo/video editing software such as Canva, interactive presentation software such as Mentimeter, greater access to InDesign
- Forerunner for Floodplain Management
- Agenda planning software
- Secure electronic signature software like DocuSign
- Single sign-on solution, biometrics, facial recognition
- Special event approval software
- Better mobile CAD system, ASAP to PSAP for Dispatch
- Time tracking solution for disasters/EOC and timecard routing for Fire Rescue

What hardware not currently in use by the Town of HHI would you like to see implemented in the future?

- Council Chambers technology enhancements
- Server updates for speed
- Interactive kiosk in lobby for information and permitting
- Large monitors for those who want them
- Bluetooth printers for cell/mobile devices
- Security upgrades to Town facilities – cameras, alarms
- New GPS receivers for field data collection
- Webcam and microphone updates for Fire Rescue conference rooms and classrooms
- Biometrics/facial recognition hardware
- More streamlined and updated CAD, phone and radio consoles
- Docking stations in EOC and conference rooms at Town facilities to enable working from different locations
- Additional Apple products

APPENDIX

Sample Results of IT User Survey

October 2022

Summary of Open-Ended Responses

What mobile apps not currently in use by the Town of HHI would you like to see implemented in the future?

- Enterprise password manager
- Tidal gauge app
- Field access to files from cell/mobile
- Help desk mobile app
- Weather Sentry/DTN (WxSentry on the app store)
- Heat Index- OSHA app
- App to access CAD on mobile

How do you feel we can improve our customer service?

- Continue to improve communication
- Be proactive instead of reactive
- Improve Help Desk ticket management
- Provide tutorials, entry-level, and ongoing technology training
- Testing settings and training users before deployment
- Find new ways to broadcast Council meetings

What technology processes, if any, would you like to see change? Ex: IT Orientation, monthly trainings, etc.

- Training on apps and software
- Improve administration of certain programs and hardware to decrease user frustration
- Better communication about how, why, and what programs to use for different scenarios
- Provide department and use-case-specific tutorials, short videos
- Conduct comprehensive review of software systems currently in use
- Single source of information for training and resources
- Better orientation on IT systems
- Streamlined databases so same information isn't entered in multiple places
- File organization structure and naming convention
- Strategic IT planning and involvement from upper management
- Move processes such as daily apparatus check offs to an online solution
- Install a Town-wide technology committee

APPENDIX

Sample Results of IT User Survey

October 2022

Summary of Open-Ended Responses

What kind of training would be beneficial to you, your department, or the Town as a whole?

- Photo and file management in OneDrive and Teams
- Strategic project management in Teams
- Microsoft Office programs (Word, Outlook, Excel, PowerPoint) basic, intermediate, and advanced
- Shadowing and cross training with other employees
- GIS training
- Cyber security training
- Munis Cubes
- Records retention
- Other software – Fireworks, Payroll/ESS

What improvements to the IT Help Desk ticketing system would you like to see?

- Additional training for responders
- Improved login screen options
- Reduce confusion in terminology
- Reduce number of automated emails
- Add estimated wait time
- Improve knowledge base

What GIS services would you like to see us offer that are not currently being offered?

- Drone services
- GIS training for basic users
- Other software programs like Google Earth 3D
- ArcGIS Pro and Spatial Analyst
- Better CAD mapping
- More proactive use of GIS for planning and public communications
- Regular demos of GIS capabilities
- Survey123/Quick Capture testing and training

What dashboards would you like to see added to the Town's GIS Open Data Portal?

- Park and amenity map enhancements
- Town-owned property assets and restrictions
- RETF acquisitions
- Workforce Housing
- Public-facing Property Viewer
- Storm water utility dashboard
- EOC common operating picture



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