

2022 - 2025 IT Strategy

How Information Technology will support the City of Avondale Strategies

Jeff Scheetz, Chief Information Officer
Mark Neerings, Assistant Chief Information Officer

August 2022

Information Technology Strategy

This document defines the City of Avondale's future vision for IT, the strategic initiatives, and the roadmap established to facilitate its achievement.

This strategy was developed with collaborative input from City Leadership, IT Leadership, and IT staff. This valuable input and plan will move us from our current state and help us to achieve our goals identified.



City of Avondale Information Technology

Contents

Strategy & Business Alignment

IT Mission, Vision, Principles & Planning Horizon

Business Support Initiatives

IT Excellence Initiatives

Innovation Initiatives

Key IT Initiatives Visualization (Roadmap)

IT Goals & Operating Model

FY22 IT Department Goals

Derived IT metrics and targets

Resources and skillsets gaps

Next Steps & Refresh Strategy

Year in Review

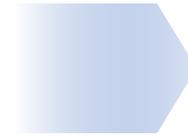
FY 21- 22 Year in Review – Business Value Assessment

IT Department Supports City's Mission & Vision

City's

Mission To Make Lives Better

Vision Avondale, Arizona is a community where people share a deep sense of pride in what has been accomplished and how far we have come. In Avondale, there is a strong belief that the blending of a broad spectrum of cultures comes from a true sense of harmony throughout the community. Here, people and business are welcomed with open arms and supported in away that exemplifies a dynamic, intelligent, and driven city, ready to take on the future



IT

Mission Providing leadership for the use of innovative Information technology in a secure and efficient manner to enable and empower the City of Avondale



Vision Connecting individuals with technology today delivering innovative solutions for tomorrow



Guiding Principles

1. City value focus
2. Fit for purpose
3. Efficient solutions
4. Reuse > buy > build
5. Managed data
6. Controlled technology Sprawl
7. Managed security
8. Compliance to laws and regulations
9. Innovation
10. End user centricity
11. Fiscal Responsible

Our Mission & Vision helped determine IT's guiding principles for FY22-23:

The following guiding principles define the values that drive IT's strategy in FY22-23 and provide the criteria for our 60-month planning horizon.

Confirmed Scope of IT Strategy

Planning Horizon – 1 - 5 years

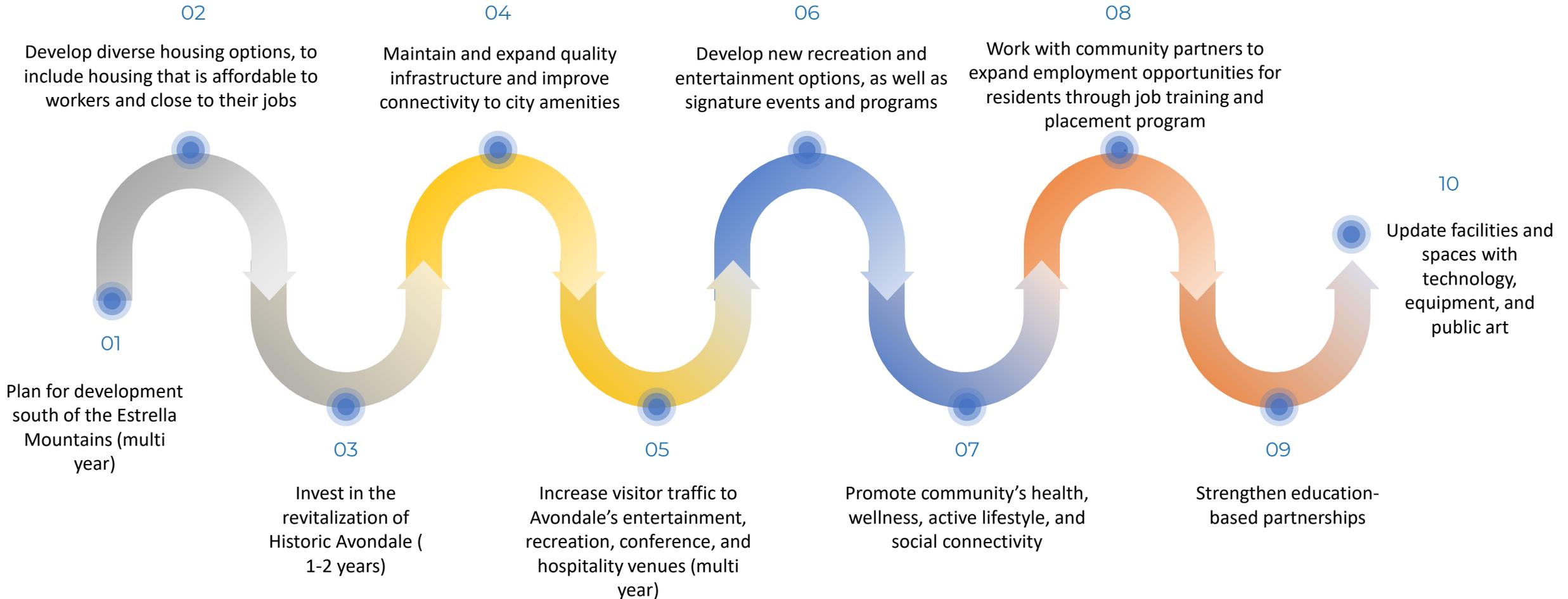
Organizational Coverage

- All Departments
- Public
- Vendors

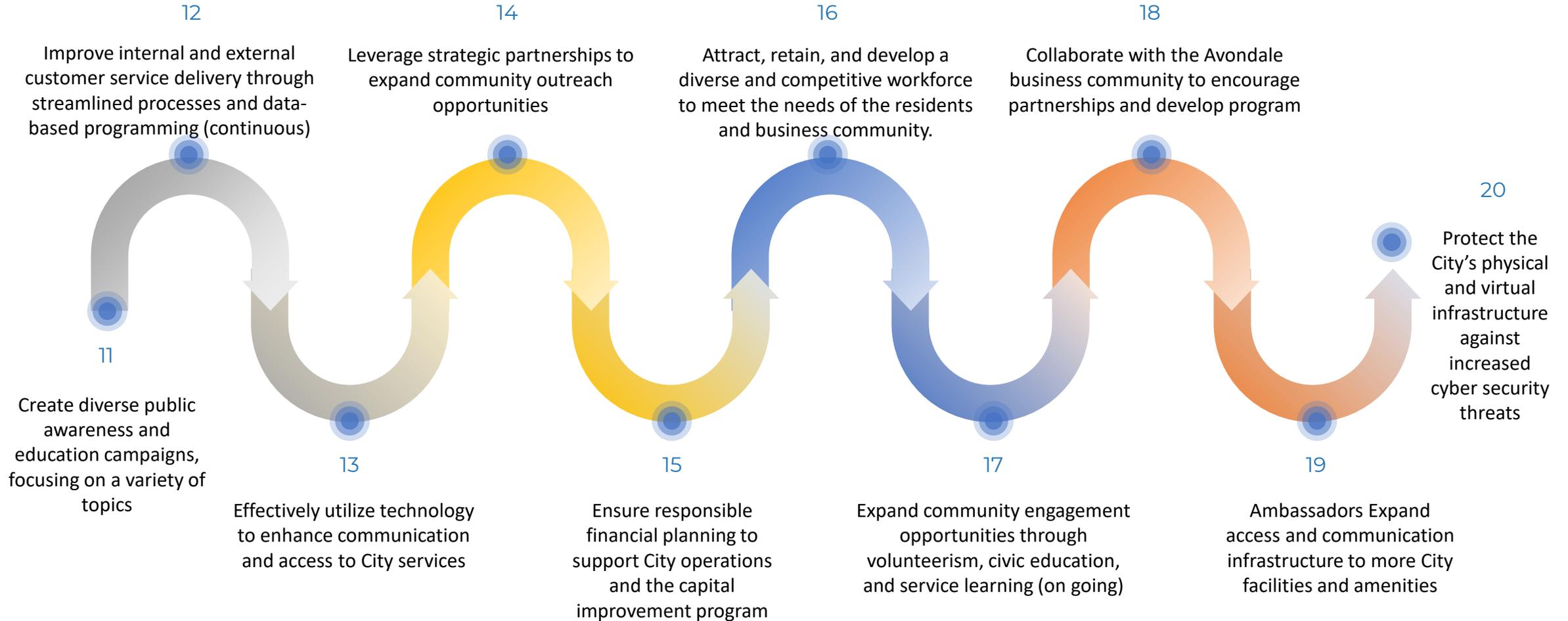
Depth

- Immediate to 1 year - Detailed level with high level scope, effort and accountabilities mapped
- Years 2 to 5 - Initiative Level

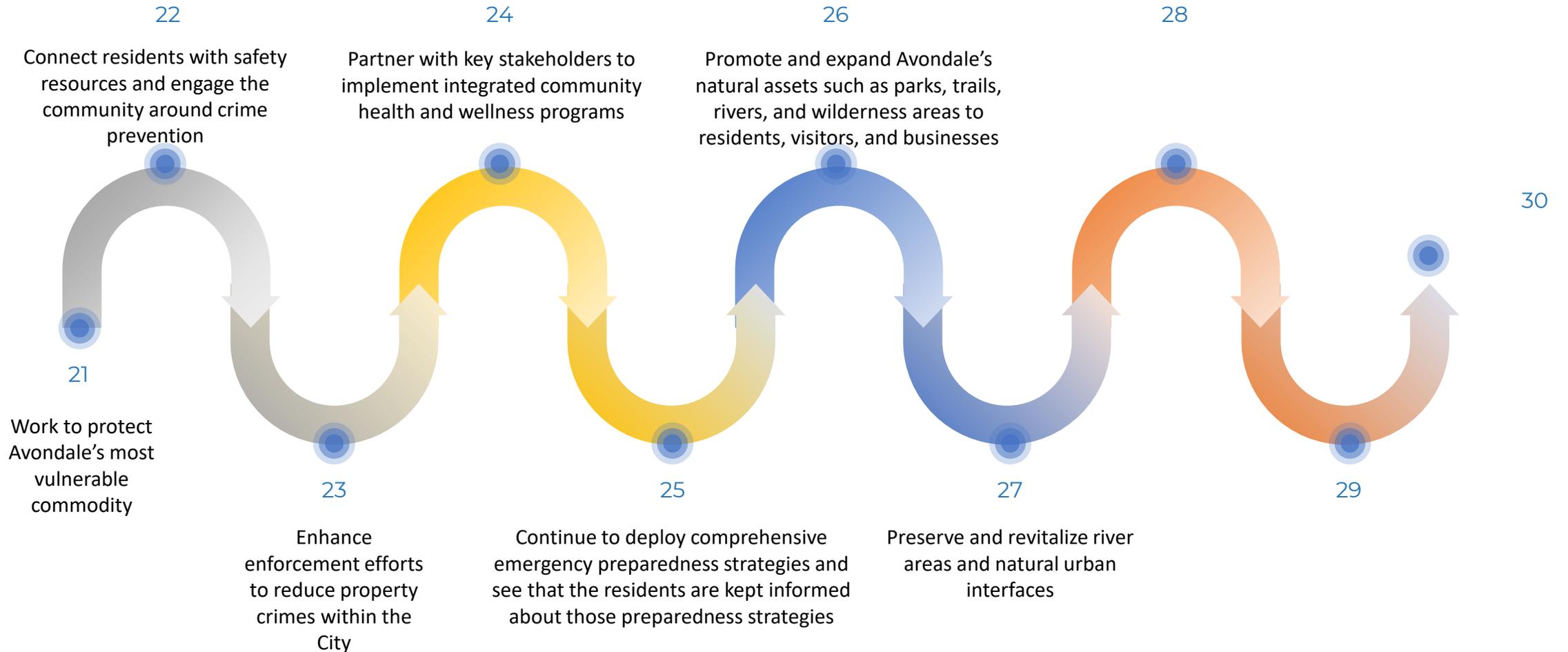
IT will support City's Major Business Initiatives



IT will support City's Major Business Initiatives (cont.)



IT will support City's Major Business Initiatives (cont.)



IT's key initiatives in FY22-25 are categorized in three ways

FY22 - 25 IT Key Initiative Plan

Our top initiatives collectively support our business goals and business initiatives and improve the delivery of IT services.

1

Business Support

Support Major Business Initiatives
Many agencies initiative is supported by a major IT project and each project has unique IT challenges that require IT department support.

+

2

IT Excellence

Reduce Risk & Improve IT Operational Excellence
These projects will increase IT department process maturity and systematically improve IT .

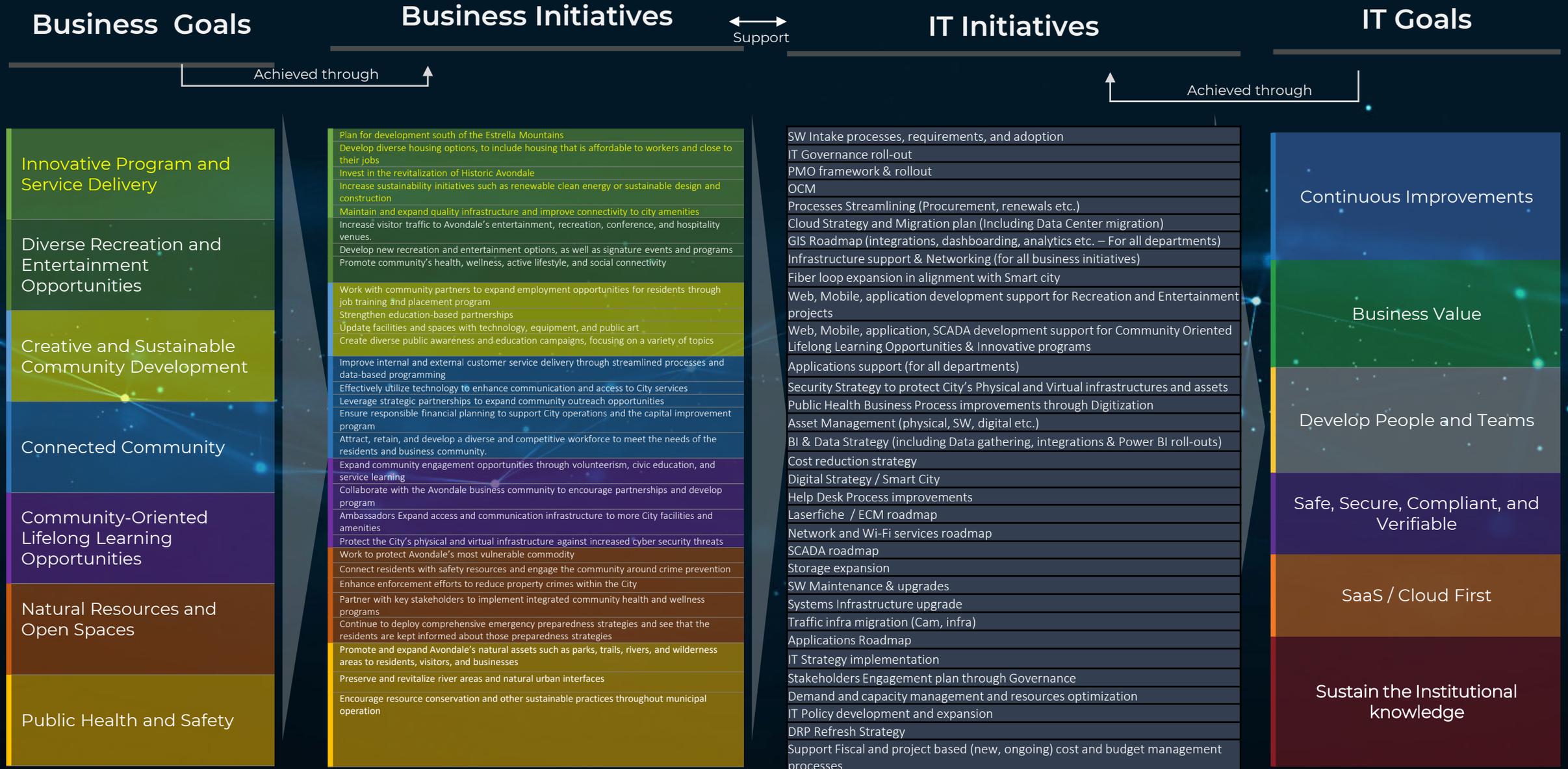
+

3

Innovation

Drive Technology Innovation
These projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.

IT will enable all City Initiatives through alignment



Business support initiatives must be directly aligned to business context outputs

Each corporate initiative is supported by a major IT project and each project has unique IT challenges that require IT support. Eliciting business support initiatives also requires a closer look at IT's current maturity and enabling projects.



1 Business Support Initiatives

1a

Support Corporate Projects

A forward-looking approach to supporting the business involves identifying the right capabilities that can underpin the coming year's corporate projects.

1b

Become a Better “Business Partner”

A retrospective approach to supporting the business involves a focus on improving IT's maturity and stakeholder satisfaction as measured over the past year.

IT identified 12 major initiatives to support the Business

01

Business Support Initiatives

Infrastructure support & Networking (for all business initiatives)

Asset Management (Hardware, Software, Digital, etc.)

Demand and capacity management and resources optimization

Traffic infra migration (Cameras, Infrastructure)

SCADA roadmap

Help Desk Process improvements

Project Intake Processes, Requirements, and Adoption

Applications support (for all departments)

Storage expansion for Traffic Cameras

Process Streamlining (Procurement, Renewals, Replacements)

Laserfiche / ECM roadmap

Software Maintenance & Upgrades

To reduce risk and improve IT operations, identify the most-important and least-effective processes to evolve



Evolve IT Process Maturity

A current-state analysis approach to improving IT operations involves a focus on identifying the importance and effectiveness of our core IT process in the current state.

Low-maturity processes can be evolved with remediation through process, technology, or organizational initiatives.



STRATEGY & GOVERNANCE

Focus Left
←

IT Management & Governance Framework

A comprehensive and connected set of research to help you optimize and improve your core IT processes



APPLICATIONS

DATA & BI

EDM01 IT Governance							ITRG04 Application Portfolio Management		ITRG06 Business Intelligence & Reporting	
APO02 IT Strategy	APO01 IT Management & Policies					APO13 Security Strategy		BAI03 Enterprise Application Selection & Implementation	ITRG07 Data Architecture	
MEA01 Performance Measurement	APO04 Innovation	APO07 Human Resources Management				DSS05 Security Management	DSS06 Business Process Controls & Internal Audit	BAI03 Application Development Throughput	ITRG08 Data Quality	
EDM02 Business Value	APO08 Stakeholder Relations	ITRG01 IT Organizational Design	APO03 Enterprise Architecture	BAI04 Availability & Capacity Management	BAI06 Change Management	APO12 Risk Management	EDM03 External Compliance	BAI07 Application Development Quality	APO05 Portfolio Management	
APO06 Cost & Budget Management	BAI08 Knowledge Management	ITRG02 Leadership, Culture Values	APO09 Service Management	BAI09 Asset Management	BAI10 Configuration Management	BAI07 Release Management	DSS04 Business Continuity	ITRG05 Application Maintenance	BAI01 Project Management	
APO10 Vendor Management	EDM04 Cost Optimization	ITRG03 Manage Service Catalog	APO11 Quality Management	DSS01 Operations Management	DSS02 Service Desk	DSS03 Incident & Problem Management	DSS04 Disaster Recovery Planning	BAI05 Organizational Change Management	BAI02 Requirements Gathering	

FINANCIAL MANAGEMENT

SERVICE PLANNING & ARCHITECTURE

PPM & PROJECTS

INFRASTRUCTURE & OPERATIONS

SECURITY & RISK

A diagnostic program was developed using the Info-Tech World Class Operations framework which is made up of IT processes mapped to the COBIT standard based on the numbers in the top right corner. This page is a snapshot of the IT processes within your IT department. The processes have been color-coded based on your team's importance and effectiveness for each IT process. Use this page to help you prioritize your IT process improvement initiatives.

Improve Process Immediately	High Importance and Low Effectiveness	Evaluate Process	Low Importance and Low Effectiveness	Maintain Process	Low Importance and High Effectiveness	Leverage Process	High Importance and High Effectiveness
-----------------------------	---------------------------------------	------------------	--------------------------------------	------------------	---------------------------------------	------------------	--



IT identified 13 major initiatives to improve IT excellence and reduce risk

02

IT Excellence

IT Governance roll-out

Security Strategy to protect Physical and Virtual infrastructures and Assets

IT Strategy Implementation

Business Intelligence & Data Strategy (including Data Gathering, Integrations & Power Business Intelligence roll-outs)

PMO framework & rollout

OCM

Systems Infrastructure upgrade

DRP Refresh Strategy

IT Policy development and expansion

Support Fiscal and project based (new, ongoing) cost and budget management processes

Cost reduction strategy

Applications Roadmap

Stakeholders Engagement plan through Governance

To drive technology innovation, focus on identifying industry and technology drivers that will have the most impact



3 Innovation

Drive Technology Innovation

An industry-focused approach to driving technology innovation enables IT to look beyond what the business currently needs from us and take a proactive approach to how IT can propel the business forward and offer the company a competitive advantage.



To drive technology innovation, IT focused on following 8 Initiatives

03

Innovation

Cloud Strategy and Migration plan (Including Data Center migration)

Network and Wi-Fi services roadmap

GIS Roadmap (integrations, dashboarding, analytics etc. – For all departments)

Fiber loop expansion in alignment with Smart city

Digital Strategy / Smart City

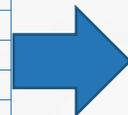
Public Health Business Process improvements through Digitization

Web, Mobile, application development support for Recreation and Entertainment projects

Web, Mobile, application, SCADA development support for Community Oriented Lifelong Learning Opportunities & Innovative programs

Identified IT Goals achieved through key initiatives

Key IT Department initiatives
SW Intake processes, requirements, and adoption
IT Governance roll-out
PMO framework & rollout
OCM
Processes Streamlining (Procurement, renewals etc.)
Cloud Strategy and Migration plan (Including Data Center migration)
GIS Roadmap (integrations, dashboarding, analytics etc. – For all departments)
Infrastructure support & Networking (for all business initiatives).....
Fiber loop expansion in alignment with Smart city
Web, Mobile, application development support for Recreation and Entertainment projects
Web, Mobile, application, SCADA development support for Community Oriented Lifelong Learning Opportunities & Innovative programs
Applications support (for all departments)
Security Strategy to protect City’s Physical and Virtual infrastructures and assets
Public Health Business Process improvements through Digitization
Asset Management (physical, sw, digital etc.)
BI & Data Strategy (including Data gathering, integrations & Power BI roll-outs)
Cost reduction strategy
Digital Strategy / Smart City
Help Desk process improvements
Laserfiche / ECM roadmap
Network and Wi-Fi services roadmap
SCADA roadmap
Storage expansion
SW Maintenance & upgrades
Systems Infrastructure upgrade
Traffic infra migration (Cam, infra)
Applications Roadmap
IT Strategy implementation
Stakeholders Engagement plan through Governance
Demand and capacity management and resources optimization
IT Policy development and expansion
DRP Refresh Strategy
Support Fiscal and project based (new, ongoing) cost and budget management processes
Infrastructure support & Networking (for all business initiatives)




Continuous Improvement

Develop continuous improvement culture and plan that enables IT to document, organize, and update business processes and systems, taking advantage of emerging technologies, and exploring innovation and automation



Business Value

Deliver City’s technologies and services 24 X 7



Develop People & teams

Promote a positive working environment that empowers team members and encourages ownership and accountability by investing in team, professional development, fostering respect, and valuing contributions



Safe, Secure, Compliant, and Verifiable

Ensure the city assets are secure, reliable, in a way that maintains public trust and confidence.



SaaS / Cloud First

Adopt SaaS / Cloud first approach to enable efficient business and IT functions



Sustain the Institutional knowledge

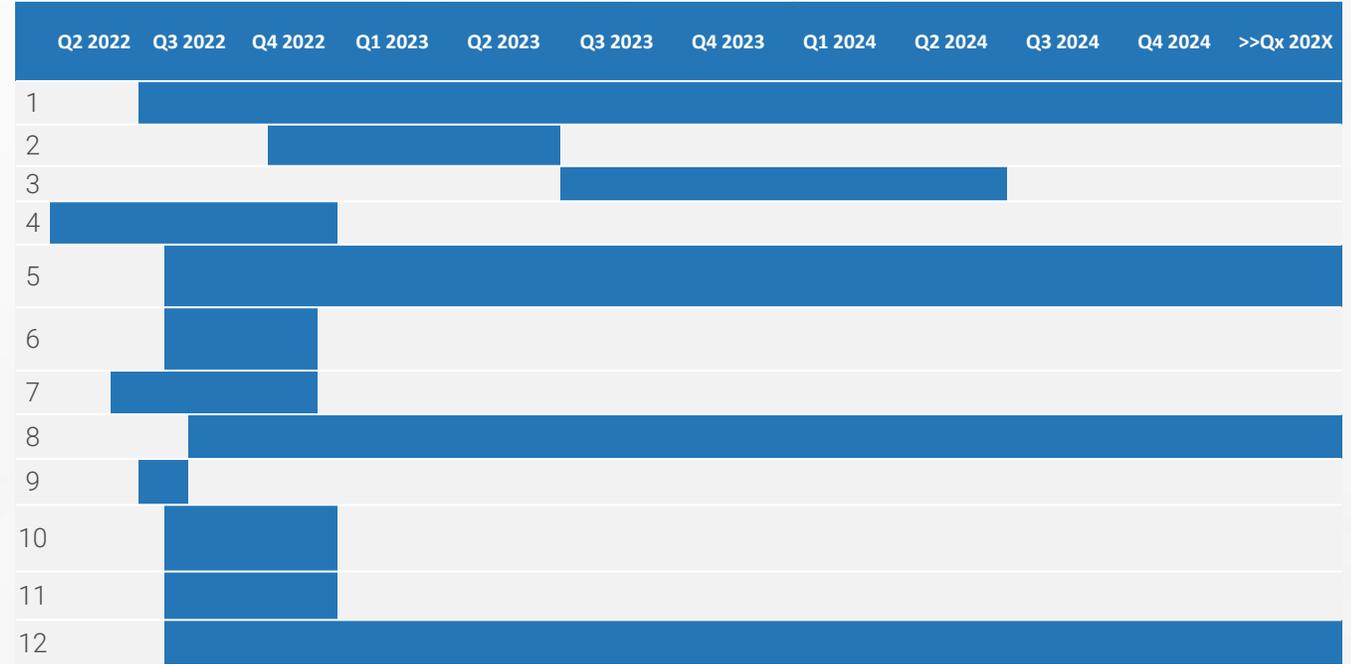
Develop and maintain the institutional knowledge through documentation

Our key IT initiatives will result in a 12 to 36 -months roadmap to success

01

Business Support

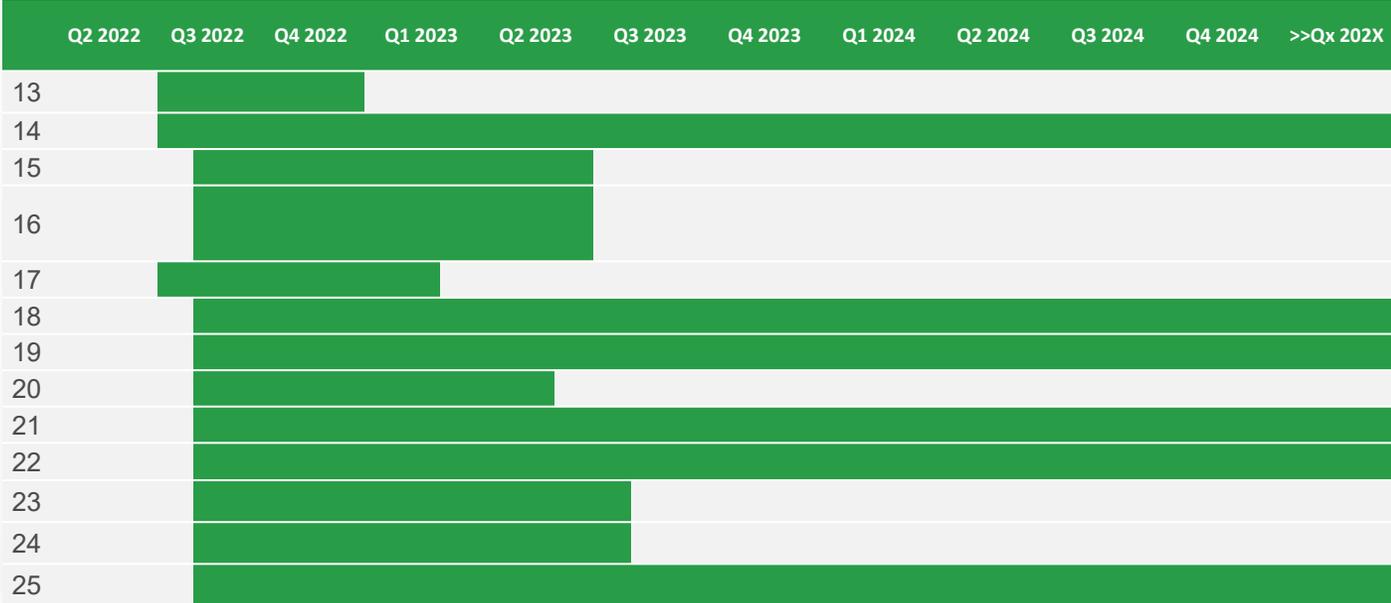
- 1 Infrastructure support & Networking (for all business initiatives)
- 2 Asset Management (physical, sw, digital etc.)
- 3 Demand and capacity management and resources optimization
- 4 Traffic infra migration (Cam, infra)
- 5 SCADA roadmap
- 6 Help Desk
- 7 SW Intake processes, requirements, and adoption
- 8 Applications support (for all departments)
- 9 Storage expansion
- 10 Processes Streamlining (Procurement, renewals etc.)
- 11 Laserfiche / ECM roadmap
- 12 SW Maintenance & upgrades



Our key IT initiatives will result in a 12 to 36-months roadmap to success (cont.)

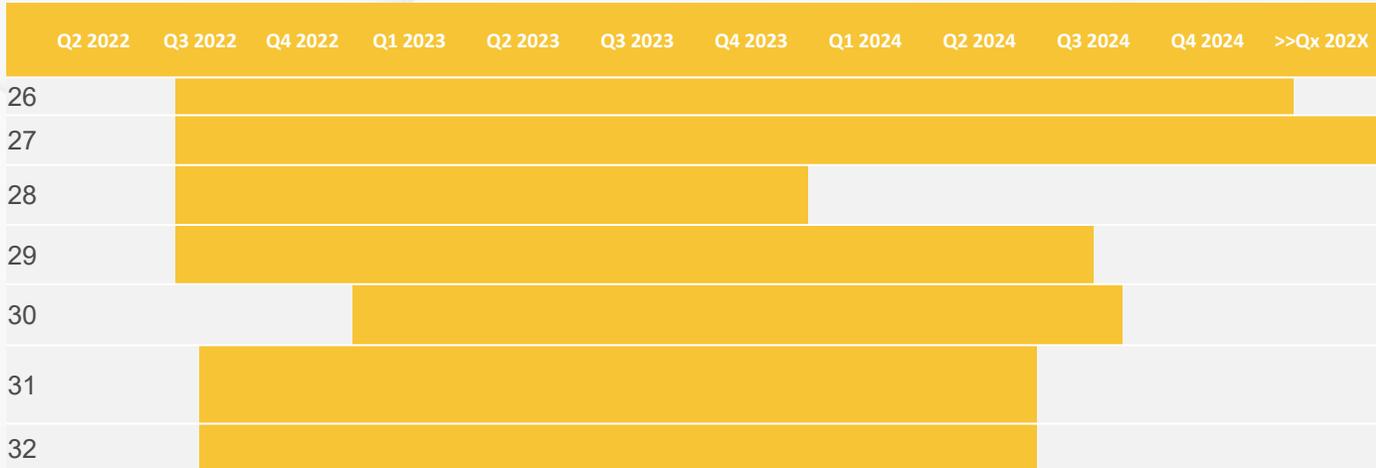
02 IT Excellence

13	IT Governance roll-out
14	Security Strategy to protect City's Physical and Virtual infrastructures and assets
15	IT Strategy implementation
16	BI & Data Strategy (including Data gathering, integrations & Power BI roll-outs)
17	PMO framework & rollout
18	OCM
19	Systems Infrastructure upgrade
20	DRP Refresh Strategy
21	IT Policy development and expansion
22	Support Fiscal and project based (new, ongoing) cost and budget management processes
23	Cost reduction strategy
24	Applications Roadmap
25	Stakeholders Engagement plan through Governance



03 Innovation

26	Cloud Strategy and Migration plan (Including Data Center migration)
27	Network and Wi-Fi services roadmap
28	GIS Roadmap (integrations, dashboarding, analytics etc. – For all departments)
29	Fiber loop expansion in alignment with Smart city
30	Digital Strategy / Smart City
31	Web, Mobile, application development support for Recreation and Entertainment projects
32	Web, Mobile, application, SCADA development support for Community Oriented Lifelong Learning Opportunities & Innovative programs



Progress towards IT goals will be judged against projected targets for key metrics



Metric

Target

1. Number of innovative idea's proposed (towards Smart city initiatives)
2. Identify the mission critical current processes that are target for improvements
3. List of departments with improved processes

1. TBD



Business Value

1. Number of IT initiatives completed that aligns with Business needs
2. Number of projects that are completed with defined scope, schedule and budget using PMO

1. TBD



Develop People & related process

1. Number of skills and certifications that enables Smart and Digital city development

1. TBD

Note: Targets needs to be defined by City of Avondale's core IT Leadership team

Progress towards IT goals will be judged against projected targets for key metrics (cont.)



Evidence based Decision Making



Digital Production Excellence

Metric

1. Cyber security practices through awareness, controls and adherence
2. Information security practices (classification, privacy etc. through policy development)

1. Business data needs assessments (X number of departments)
2. Support the business KPI (which are aligned with city goals) through technologies like GIS, data mining & reporting
3. Number of departments using / adopting the data through new ways (analytics vs operational reporting, advanced analytics like M/L & AI, data process improvements, improving data quality and dashboards)
4. Develop reporting solutions to support data driven decisions that foster a collaborative culture
5. Data culture survey to assess the improvements and adoption

1. Number of Digital initiatives that IT supported
2. Number of Digital communications rolled-out etc.

Target

1. TBD

1. TBD

1. TBD

Identified required skills to deliver the IT strategy initiatives

Key IT Department initiatives
SW Intake processes, requirements, and adoption
IT Governance roll-out
PMO framework & rollout
OCM
Processes Streamlining (Procurement, renewals etc.)
Cloud Strategy and Migration plan (Including Data Center migration)
GIS Roadmap (integrations, dashboarding, analytics etc. – For all departments)
Infrastructure support & Networking (for all business initiatives).....
Fiber loop expansion in alignment with Smart city
Web, Mobile, application development support for Recreation and Entertainment projects
Web, Mobile, application, SCADA development support for Community Oriented Lifelong Learning Opportunities & Innovative programs
Applications support (for all departments)
Security Strategy to protect City's Physical and Virtual infrastructures and assets
Public Health Business Process improvements through Digitization
Asset Management (physical, sw, digital etc.)
BI & Data Strategy (including Data gathering, integrations & Power BI roll-outs)
Cost reduction strategy
Digital Strategy / Smart City
Help Desk process improvements
Laserfiche / ECM roadmap
Network and Wi-Fi services roadmap
SCADA roadmap
Storage expansion
SW Maintenance & upgrades
Systems Infrastructure upgrade
Traffic infra migration (Cam, infra)
Applications Roadmap
IT Strategy implementation
Stakeholders Engagement plan through Governance
Demand and capacity management and resources optimization
IT Policy development and expansion
DRP Refresh Strategy
Support Fiscal and project based (new, ongoing) cost and budget management processes
Infrastructure support & Networking (for all business initiatives)

Functional Area(s)	Resource Skillsets
Applications and Data	<ol style="list-style-type: none"> 1. Project Management (PM's, SPM's) 2. Cloud technologies 3. M365 (SP, tools and features support) 4. QA 5. Technical writing 6. Scripting technologies (including JavaScript, Python, REST API, SQL, PowerShell) 7. Application security 8. Business Intelligence 9. GIS 10. Data Engineering (DW, ETL)
Network and Infrastructure	<ol style="list-style-type: none"> 1. Project Management 2. Analytical skills (to do root cause analysis) 3. Technical writing 4. Cyber Security 5. Cloud Technologies 6. Network Designs 7. CISCO technologies 8. Scripting languages (including Python, REST API, PowerShell) 9. Engineering support (Plans, BPS, traffic signals, etc..)
Services	<ol style="list-style-type: none"> 1. ITSM (ITIL skillsets and framework) 2. Technical writing 3. Project Management 4. M365 (SP, tools and features support) 5. QA
Department Level Applications	<ol style="list-style-type: none"> 1. DB Technologies 2. Data Governance & quality 3. Legacy apps support
Strategy and Architecture	<ol style="list-style-type: none"> 1. Leadership skills 2. OCM 3. Policies 4. Data, Applications, Network & security Architectures

Next Steps for IT that enables IT Strategy execution

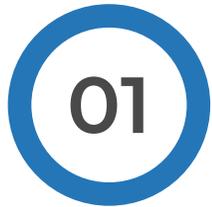
Task	Owner	Due Date
Modify Strategy report as needed, present to entire IT Organization (along with the accountabilities and responsibilities, IT Goals & target metrics with expected outputs from each IT leaders)	CIO	September 2022
Finalize the IT Governance members (which is cross functional, could be repurposed with the existing governances) and start working on consolidated Strategy plan – Work through Info Tech Guided implementation to have this accomplished	CIO	August 2022
Detail plan of each initiatives with defined milestones and related metrics	ITLT	September 2020
Start defining the detailed technology roadmaps (Ex: Application roadmaps, Cloud technologies roadmap, Portfolio management, Data Strategy roadmap, Data Domain Inventories, and BI roadmap etc.) – Work with Info Tech through workshops and or Guided Implementations	ITLT	
Document Applications and Data inventories	Applications	
Document current state Architectures (Applications, Infra, and data)	Applications, Operations	
Define the innovation funnel process that captures the innovative things that team been working and deploying	IT Mgr	

Next Steps for IT that enables IT Strategy execution (cont.)

Task	Owner	Due Date
Introduce the elevator pitch model (in other words IT Marketing bootcamp) on IT Departments efforts and value to start communicating to Business teams	ITLT	January 2023
Document reusable technology assets and communicate and collaborate between teams		
Monthly Lunch and Learn a. Facilitated discussion – Topics including lessons learned , etc.	ITLT	January 2023
List down core IT processes that are targets for automations		
Reduce manual IT processes – Focus on any opportunities that IT department have on top 6 to 10 capabilities		
Check points with Info Tech (once a month / bi-weekly)	ITLT	Ongoing
Weekly Jeff’s IT leadership meetings with specific objectives, action plans, outcomes, and any escalations	CIO	Ongoing

Additional data for year-FY 21 & 22-review

Assessing diagnostic data is a great starting point to review IT performance over the last fiscal year. However, the IT leadership team brainstormed together with additional data that is worth analyzing to further highlight success stories and IT Department strategic efforts.



METRICS

Highlight KPIs, targets, and performance from last fiscal year.



MAJOR INITIATIVES

Communicate the value realized from IT completing major initiatives.



BUDGET

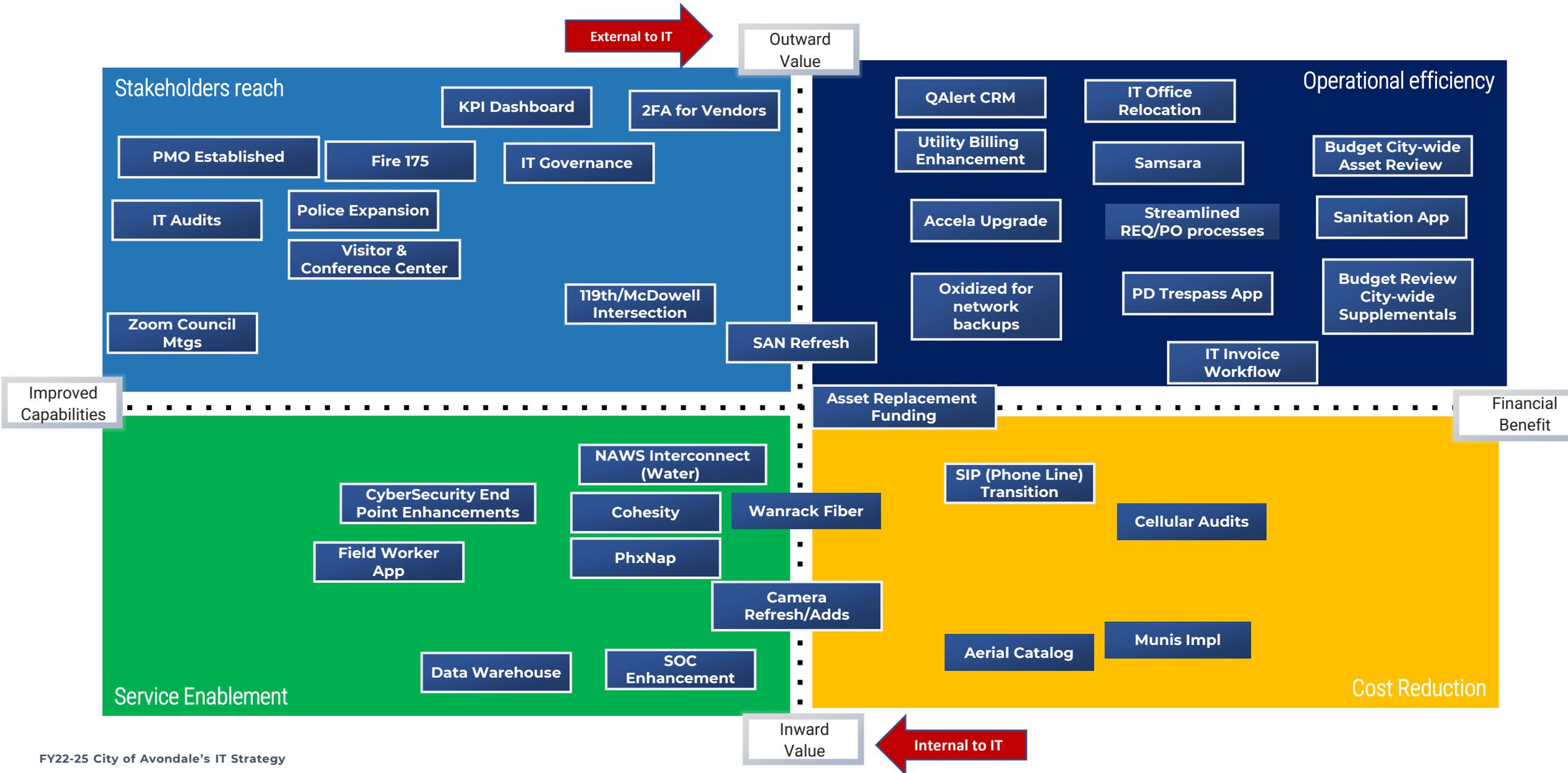
Evaluate budget details to uncover cost savings and revenue generators.



OTHER DIAGNOSTICS (IF APPLICABLE)

Based on major pain points from last year, launch additional diagnostics that can help communicate IT progress.

Business value matrix shows IT success FY 21-22 realization

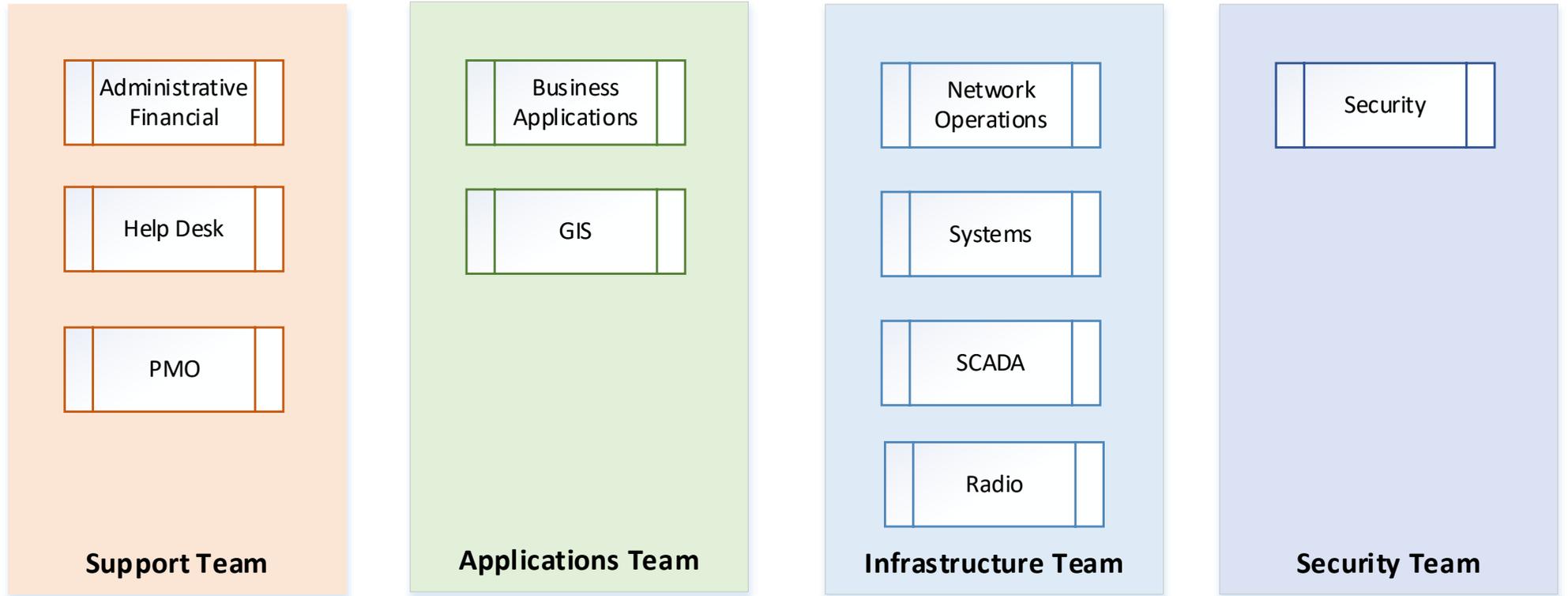


Appendix

Contains additional workshop detail

IT Organization Chart

Staff Count: 25



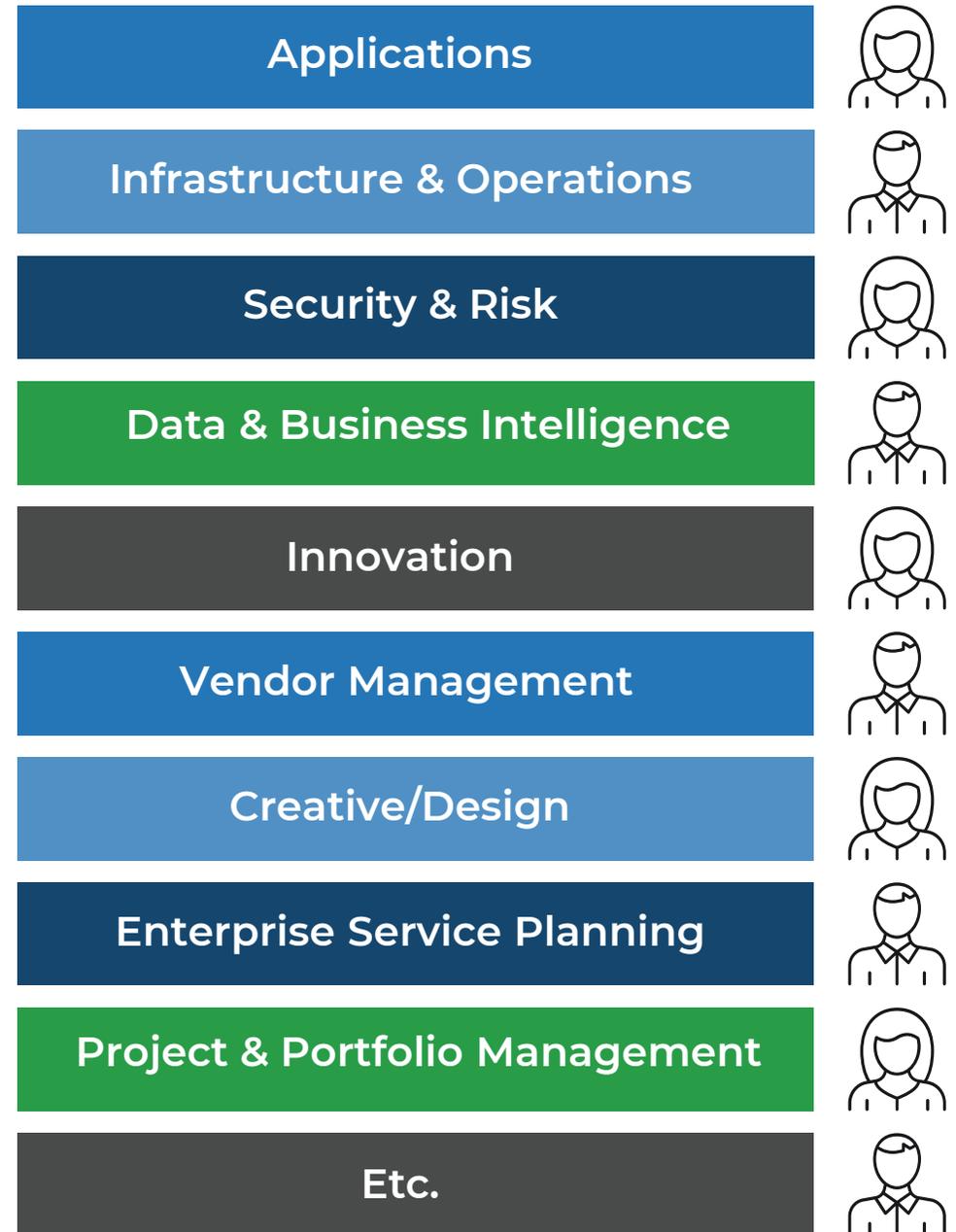
IT Strategy Transformation – what IT says

Start	Stop	Continue
<ul style="list-style-type: none">• Delegation• Stakeholder Management• Network standardization• Managing expectations• Strategic plan• More often strategic discussions	<ul style="list-style-type: none">• Stop doing everything by myself• Reactive• Saying Yes• Do it myself, reactive• Rushing	<ul style="list-style-type: none">• Communication and informed• Communicating to Stakeholders & IT team (more transparent)• Proactive• Crosstrain & document that everything team does• Collaborating with departments and execute with clear expectations• Do the right way

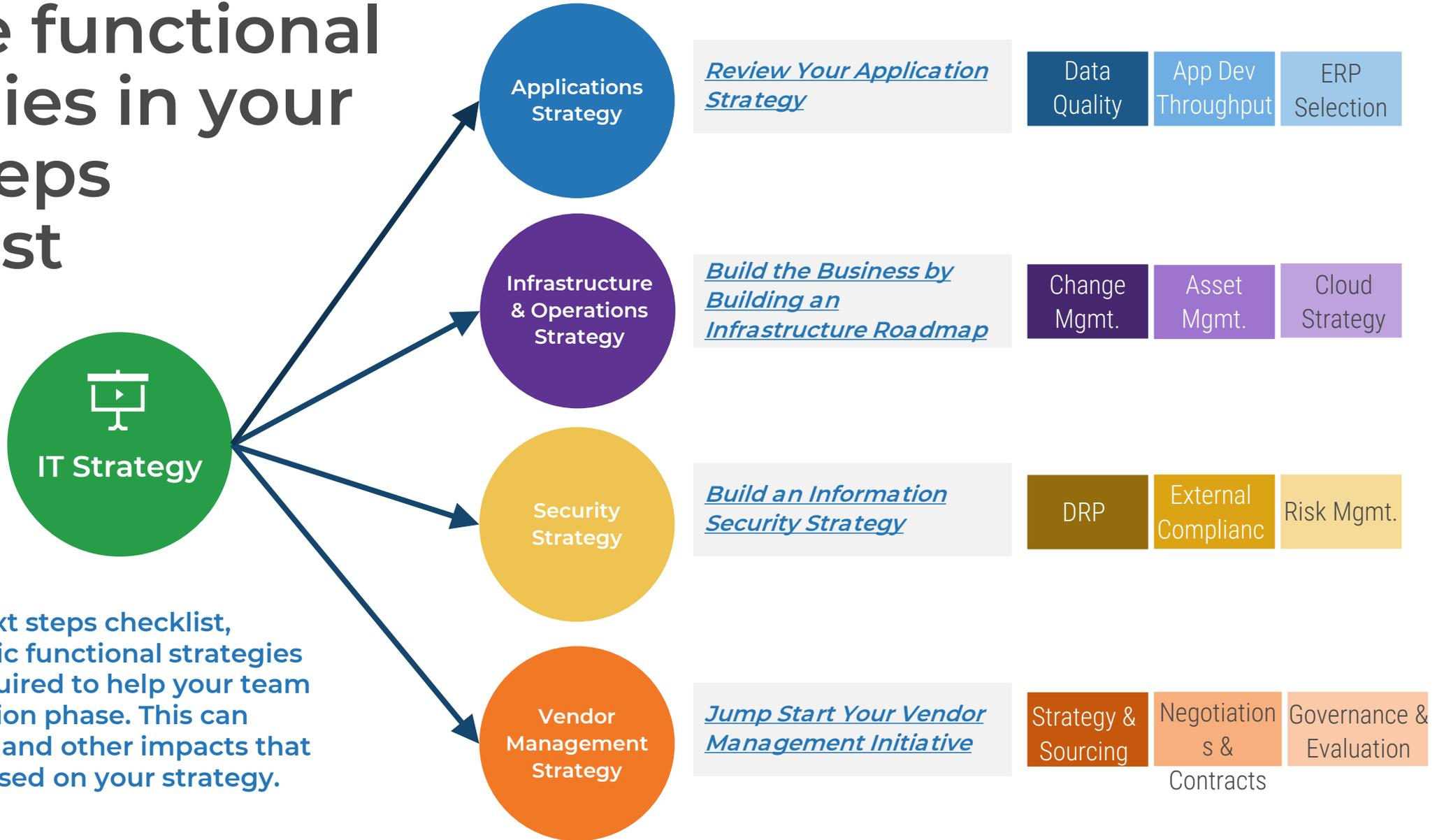
Begin with identifying all functional areas within your IT team

Identifying the different functional areas within your IT organization and their respective leaders will help determine how each key initiative will impact your teams and the work involved for each team. This level of rigor and discipline to project planning can be beneficial to your team's success in supporting strategic initiatives.

- Planning and controls should help drive progress and mitigate risk.
- Reporting should help communicate KPIs and inform decision makers.
- Project governance should help ensure that process accountabilities are clearly defined and followed.



Include functional strategies in your next steps checklist



As part of your next steps checklist, identify the specific functional strategies that would be required to help your team during the execution phase. This can include processes and other impacts that need to be addressed on your strategy.



Strategy & Governance

IT Governance: Provide a consistent approach so that IT-related decisions are made in line with the business strategies and objectives. Ensure that IT-related processes are overseen effectively and transparently, and that legal and regulatory compliance requirements are met.

IT Strategy: Align strategic IT plans with business objectives. Clearly communicate the objectives and associated accountabilities so they are understood by all, with the IT strategic options identified, structured and integrated with the business plans.

IT Management & Policies: Provide a consistent approach to enable IT to meet the business governance requirements, covering management processes, organizational structures, roles and responsibilities, reliable and repeatable activities, and skills and competencies.

Performance Measurement: Manage IT and process goals and metrics. Monitor and communicate that processes are performing against expectations, and provide transparency of performance and conformance.

Innovation: Stay up to date with IT trends, identify innovation opportunities, and plan how to use technology innovation to create a competitive advantage, enable business innovation, or achieve improved operational effectiveness and efficiency.

Stakeholder Relations: Manage the relationship between the business and IT to ensure that the stakeholders are satisfied with the services they need from IT and have visibility into IT processes.



Financial Management

Business Value: Secure optimal value from IT-enabled initiatives, services and assets by delivering cost-efficient solutions and services and by providing a reliable and accurate picture of costs and benefits.

Cost & Budget Management: Manage the IT-related financial activities and prioritize spending through the use of formal budgeting practices. Provide transparency and accountability of the cost and business value of IT solutions and services.

Cost Optimization: Ensure that adequate and sufficient IT-related capabilities e.g., people, process and technology, are available to support business objectives effectively at optimal cost.

Vendor Management: Manage IT-related services provided by all suppliers, including the selection of suppliers, management of relationships, management of contracts, and reviewing and monitoring of supplier performance.



People & Resources

Human Resources Management: Manage structuring, placement, decision rights and skills of human resources. This includes communicating the defined roles and responsibilities, learning and growth plans, and performance expectations.

IT Organizational Design: Set up the structure of IT's people, processes, and technology as well as roles and responsibilities to ensure that they're best meeting the needs of the business.

Leadership, Culture & Values: Ensure that the IT department reflects the values of your organization. Improve the leadership skills of your team to generate top performance.

Knowledge Management: Maintain the availability of knowledge to support all process activities and to facilitate decision making. Provide the knowledge required to support all IT staff in their work activities.



Service Planning & Architecture

Enterprise Architecture: Establish a management practice to create and maintain a coherent set of principles, methods, and models that are used in the design and implementation of the enterprise's business processes, information systems, and infrastructure.

Service Management: Align IT-enabled services and service levels with business needs and expectations, including identification, specification, design, publishing, agreement, and monitoring of IT services, service levels and performance indicators.

Quality Management: Define and communicate quality requirements in all processes, procedures and business outcomes. Ensure the consistent delivery of IT solutions and services to meet the quality requirements of the business and satisfy stakeholder needs.

Manage Service Catalog: Produce, maintain, and promote a service catalog containing accurate information on all operational IT services, as well as those being prepared to be run operationally.



Infrastructure & Operations

Availability & Capacity Management: Balance current and future needs for availability, performance and capacity of IT systems and infrastructure through the forecast of future performance and capacity requirements.

Change Management: Manage all IT system changes in a controlled manner, including standard changes and emergency maintenance relating to business processes, applications and infrastructure. Enable fast and reliable delivery of change to the business and mitigate the risk of negatively impacting the stability of the changed environment.

Asset Management: Manage IT assets through their life cycle to make sure that they deliver value at optimal cost, remain operational, are accounted for and physically protected. Ensure that the assets are reliable and available as needed.

Configuration Management: Provide sufficient information about IT service assets to enable the service to be effectively managed. Define and maintain descriptions and relationships between key resources and capabilities required to deliver IT-enabled services.

Release Management: Successfully implement new IT solutions and services in line with the agreed-on expectations and outcomes. Ensure that the implementation of new solutions and services has the necessary support, from planning to execution to post-implementation support and staff training.

Operations Management: Manage the activities and operational procedures required to deliver IT services, including standard operating procedures and monitoring activities.

Service Desk: Provide timely and effective response to user requests and resolution of all types of incidents. Restore normal service; record and fulfil user requests; and record, investigate, diagnose, escalate and resolve incidents.

Incident & Problem Management: Identify and classify problems and their root causes and provide timely resolution to prevent recurring incidents. Reduce the number of operational problems.



Security & Risk

Security Strategy: Define, operate and monitor a system for information security management. Keep the impact and occurrence of information security incidents within the business' risk appetite levels.

Security Management: Protect enterprise information as required by the business. Establish and maintain information security roles and access privileges, and perform security monitoring to minimize the business impact of operational information security vulnerabilities and incidents.

Business Process Controls & Internal Audit:

Manage business process controls such as self-assessments and independent assurance reviews to ensure that information related to and used by business processes meets security and integrity requirements.

External Compliance: Ensure that IT processes and IT-supported business processes are compliant with laws, regulations and contractual requirements.

Risk Management: Continually identify, assess and reduce IT-related risk within levels of tolerance set by the business.

Business Continuity: Establish and maintain a plan to enable the business to respond to incidents and disruptions in order to continue operation of business and IT processes.

Disaster Recovery Planning: Establish and maintain a plan to enable IT to respond to incidents and disruptions in order to continue operation of required IT services and assets.



Applications

Application Portfolio Management: Manage the organization's suite of applications by determining each application's ability to provide value to the business relative to its cost. Identify which applications to retire, grow or replace, repurpose or sustain.

Enterprise Application Selection & Implementation: Manage the selection and implementation of enterprise applications, off-the-shelf software and Software as a Service, to ensure that IT provides the business with the most appropriate applications at an acceptable cost.

Application Development Throughput: Establish a timely and cost-effective system for the development of applications capable of supporting the business' strategic and operational goals.

Application Development Quality: Implement standard procedures in the application development process, including testing strategies, testing preparation and testing execution, to ensure that the quality of the applications meet business requirements.

Application Maintenance: Manage the constant improvement and changes to the organization's applications after they have been originally delivered and implemented.



Data & BI

Business Intelligence & Reporting: Develop a set of capabilities, including people, processes and technology, to enable the transformation of raw data into meaningful and useful information for the purpose of business analysis.

Data Architecture: Manage the business' databases, including the technology, the governance processes and the people that manage them. Establish the principles, policies, and guidelines relevant to the effective use of data within the organization.

Data Quality: Put policies, processes and capabilities in place to ensure that appropriate targets for data quality are set and achieved to match the needs of the business.



PPM & Projects

Portfolio Management: Manage the project portfolio of IT programs and services, demand within resource and funding constraints, while ensuring that the portfolio meets the business' priorities. Monitor the performance of the overall portfolio of services and programs to ensure that the IT investments meet the business' expectations.

Project Management: Manage all IT programs and projects from the portfolio in alignment with the business strategy. Initiate, plan, control, and execute programs and projects to ensure that the business realizes project benefits while experiencing few delays and cost overruns.

Requirements Gathering: Manage the collection of business requirements as they pertain to acquiring or creating IT solutions.

Organizational Change Management: Implement or optimize the organization's capabilities for managing the impact of new business processes, new IT systems, and changes in organizational structure or culture.

Avondale Recognition

Digital Cities

- 2018 – 8th Place
- 2019 – 10th Place
- 2020 – 6th Place
- 2021 – 5th Place

Public Technology Institute – Significant Achievement
2021

