

# 2022 - 2025 IT Strategy

How Information Technology will support the City of Avondale Strategies

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# 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

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## Strategy & Business Alignment

IT Mission, Vision, Principles & Planning Horizon

Business Support Initiatives

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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

# Support Corporate Projects - Become a Better "Business Partner"

## 01 Business Support

	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
1 Infrastructure support & Networking (all business initiatives)	1											
2 IT Asset Management (physical, sw, digital etc.)												
3 Demand and capacity management and resources optimization												
4 Traffic infra migration (Camera, Network)												
5 SCADA roadmap												
6 Help Desk Support / Training												
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												

# Support Corporate Projects - Become a Better "Business Partner"

01 Business Support		H	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
1	Infrastructure support & Networking (all business initiatives)	1												
2	IT Asset Management (physical, sw, digital etc.)					<b>COMPLETED Public Works Implementation</b>								
3	Demand and capacity management and resources optimization	3												
4	Traffic infra migration (Camera, I-CAM, etc.)					<b>COMPLETED 5G Pilot on Avondale &amp; Broadway</b>								
5	SCADA roadmap	5												
6	Help Desk Support / Training					<b>COMPLETED Hiring and Training</b>								
7	SW Intake processes, requirements, and adoption	7												
8	Applications support (for all departments)	8												
9	Storage expansion					<b>COMPLETED – Implemented Arcules for Video Recording</b>								
10	Processes Streamlining (Procurement, renewals etc.)	10												
11	Laserfiche / ECM roadmap					<b>COMPLETED City Clerk Implementation</b>								
12	SW Maintenance & upgrades	12												

# Support Corporate Projects - Become a Better "Business Partner"

## 01 Business Support

- 1 Infrastructure support & Networking (all business initiatives)
- 2 Land Management, Permits, & Licenses
- 3 Demand and capacity management and resources optimization
- 4 Records Requests for PD and Clerk Consolidation
- 5 SCADA roadmap
- 6 Lead Copper Assessment and Mapping
- 7 SW Intake processes, requirements, and adoption
- 8 Applications support (for all departments)
- 9 Windows Upgrade & Device Encryption
- 10 Process Streamlining (Procurement, renewals etc.)
- 11 Zero-Trust Pilot
- 12 SW Maintenance & upgrades

H	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
1	Completed multiple CIP and IT internal hardening projects											
2	COMPLETED Cloud Migration, Business Process and Environment Review											
3	COMPLETED Project Intake Process											
4	COMPLETED Project											
5	Moved to Public Works											
6	COMPLETED Project Data Collection and Analysis											
7	COMPLETED Project											
8	Developed Support Strategy Jan 2024, continual improvement in FY25											
9												
10												
11	COMPLETED new Zero-Trust Pilot											
12	Build and Testing Automation, continual improvement in FY25											

# Support Corporate Projects - Become a Better "Business Partner"

## 01 Business Support

- 1 Infrastructure support & Networking (all business initiatives)
- 2 Engineering Permit Implementation
- 3 Land Management, Permits, & Licenses Enhancements from BPR
- 4 Meter Reading Hardware Upgrade
- 5 IT Asset Management System
- 6 Legal Hold Management System
- 7 Payroll System(s) Updates
- 8 Applications support (for all departments)
- 9 Windows Upgrade & Device Encryption
- 10 Process Streamlining (Procurement, renewals etc.)
- 11 SW Maintenance & upgrades

H	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
1	Ongoing											
2												
3												
4												
5												
6												
7												
8	Developed Support Strategy Jan 2024, continual improvement in FY25											
9												
10												
11	Build and Testing Automation, continual improvement in FY25											

FY2023

# IT Excellence - Evolve IT Process Maturity

02

## IT Excellence

	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
13 IT Governance roll-out	13											
14 Security Strategy to protect City's Physical and Virtual infrastructures and assets	14											
15 IT Strategy implementation	15											
16 BI & Data Strategy (including Data gathering, integrations & Power BI roll-outs)	16											
17 PMO framework & rollout	17											
18 OCM	18											
19 Systems Infrastructure upgrade	19											
20 DRP Refresh Strategy	20											
21 IT Policy development and expansion	21											
22 Support Fiscal and project based (new, ongoing) cost and budget management processes	22											
23 Cost reduction strategy	23											
24 Applications Roadmap	24											
25 Stakeholders Engagement plan through Governance	25											

FY2023

# IT Excellence - Evolve IT Process Maturity

02

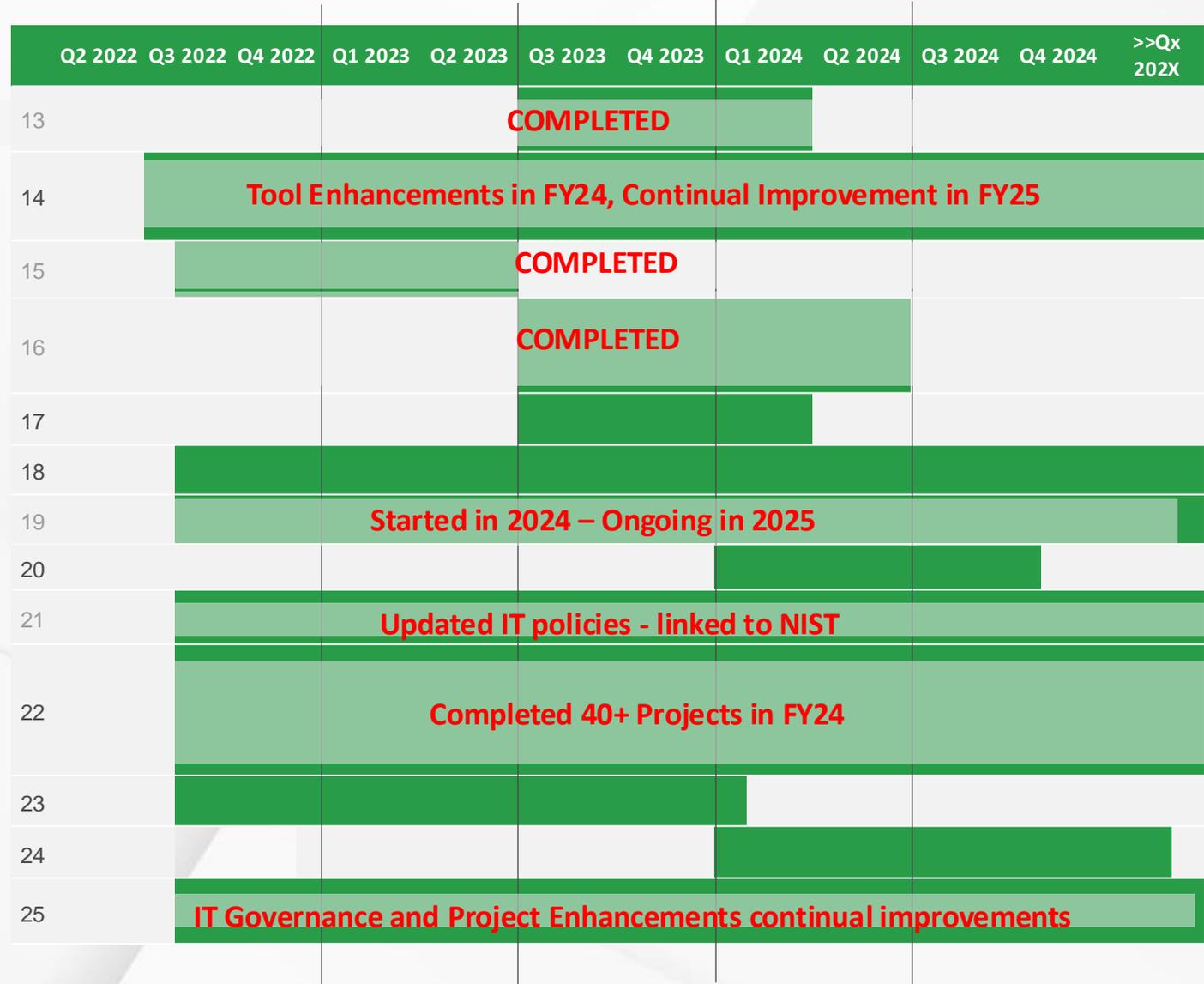
## IT Excellence

	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
13 IT Governance roll-out	13	COMPLETED										
14 Security Strategy to protect City's Physical and Virtual infrastructures and assets	14											
15 IT Strategy implementation	15											
16 BI & Data Strategy (including Data gathering, integrations & Power BI roll-outs)	16											
17 PMO framework & rollout	COMPLETED											
18 OCM	18											
19 Systems Infrastructure upgrade	19											
20 DRP Refresh Strategy	COMPLETED											
21 IT Policy development and expansion	21											
22 Support Fiscal and project based (new, ongoing) cost and budget management processes	22											
23 Cost reduction strategy	23											
24 Applications Roadmap	24											
25 Stakeholders Engagement plan through Governance	25											

# IT Excellence - Evolve IT Process Maturity

## 02 IT Excellence

- 13 Develop and Formalize Cloud Strategy
- 14 Security Strategy to protect City's Physical and Virtual infrastructures and assets
- 15 IT Strategy implementation
- 16 Intake Management Process for Software Requests, Projects, Out of Cycle Assets
- 17 Develop SLA and KPIs for department
- 18 OCM
- 19 Systems Infrastructure upgrade
- 20 Resource Management
- 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



FY2025

# IT Excellence - Evolve IT Process Maturity

02

## IT Excellence

	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
13 IT Asset Management System												
14 Security Strategy to protect City's Physical and Virtual infrastructures and assets		Tool Enhancements each Fiscal Year including FY25										
15 Develop Data Strategy												
16 AI Guidelines												
17 Develop SLA and KPIs for department												
18 OCM												
19 Systems Infrastructure upgrade		Cloud Migration Plan										
20 Resource Management												
21 IT Policy development and expansion		Continual Review and development of IT policies										
22 Support Fiscal and project-based cost and budget management processes												
23 Cost reduction strategy												
24 Applications Roadmap												
25 Stakeholders Engagement		IT Governance and Project Enhancements continual improvements										

# Drive Technology Innovation – High Impact

03 Innovation		Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
26	Cloud Strategy and Migration plan (Including Data Center migration)	26											
27	Network and Wi-Fi services roadmap	27											
28	GIS Roadmap (integrations, dashboarding, analytics etc. – For all departments)	28											
29	Fiber loop expansion in alignment with Smart city	29											
30	Digital Strategy / Smart City	30											
31	Web, Mobile, application development support for Recreation and Entertainment projects	31											
32	Web, Mobile, application, SCADA development support for Community Oriented Lifelong Learning Opportunities & Innovative programs	32											

# Drive Technology Innovation – High Impact

03 Innovation		Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
26	Cloud Strategy and Migration plan (Including Data Center migration)	26					Started July 2023						
27	Network and Wi-Fi services roadmap	27											
28	GIS Roadmap (integrations, dashboarding, analytics etc. – For all departments)	28											
29	Fiber loop expansion in alignment with Smart city	29					Started January 2023						
30	Digital Strategy / Smart City	30											
31	Web, Mobile, application development support for Recreation and Entertainment projects	31											
32	Web, Mobile, application, SCADA development support for Community Oriented Lifelong Learning Opportunities & Innovative programs	32											

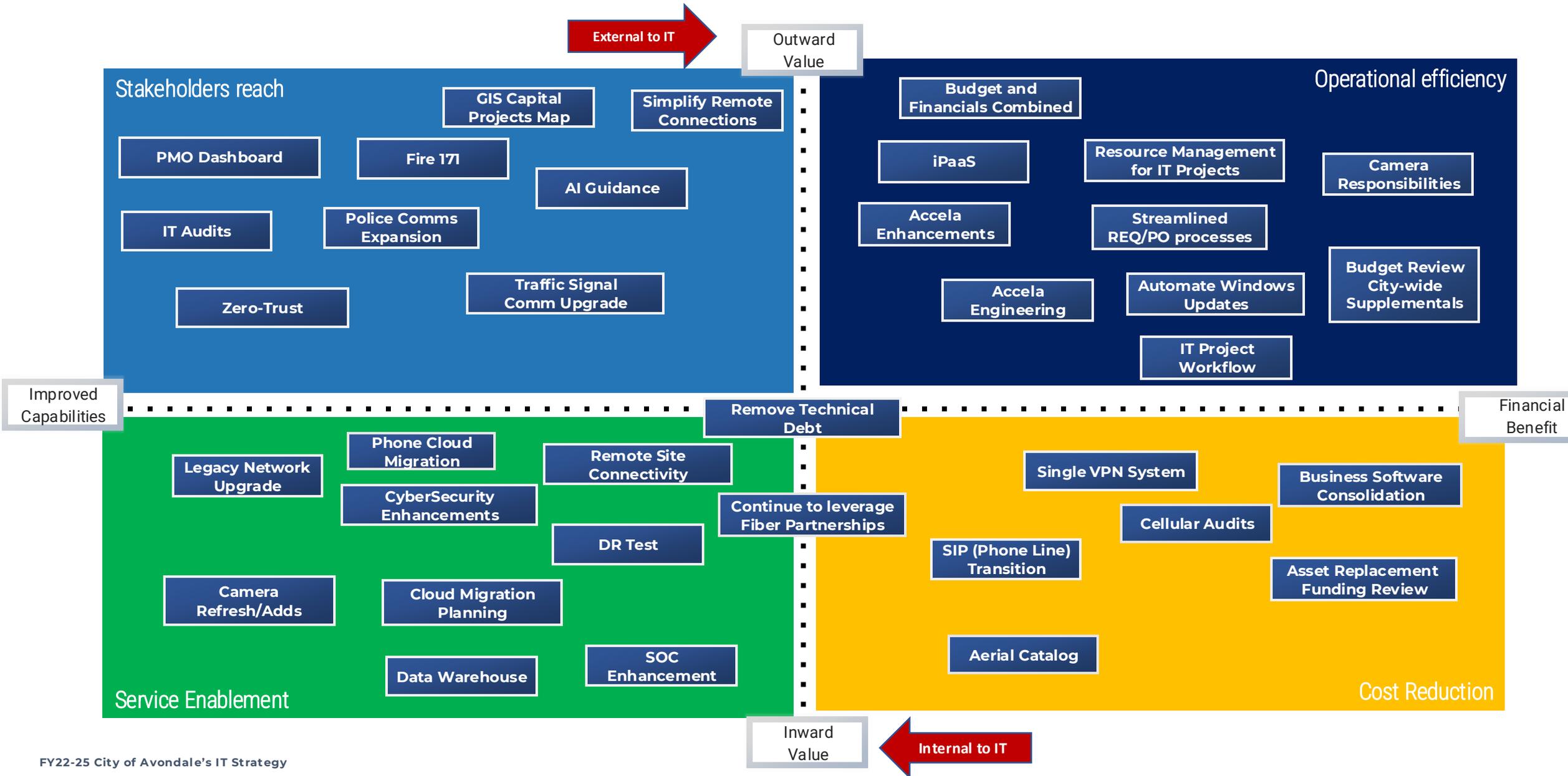
# Drive Technology Innovation – High Impact

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26	Cloud Strategy and Migration plan (Including Data Center migration)						Started July 2023						
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				Phase 1 Fiber Completed in FY 24								
30	Digital Strategy / Smart City												
31	Web, Mobile, application development support for Recreation and Entertainment projects						Created Development Strategy for critical apps in FY23						
32	Web, Mobile, application, SCADA development support for Community Oriented Lifelong Learning Opportunities & Innovative programs						Developed Support Strategy for SCADA and critical apps in FY23						

# Drive Technology Innovation – High Impact

03 Innovation		Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	>>Qx 202X
26	Cloud Strategy and Migration plan (Including Data Center migration)	26					Started July 2023						
27	Network and Wi-Fi services roadmap	27											
28	GIS Roadmap (integrations, dashboarding, analytics etc. – For all departments)	28											
29	Fiber loop expansion in alignment with Smart city	29			Phase 1 Fiber Completed in FY 24		Phase 2 Started in FY25						
30	Digital Strategy / Smart City	30											
31	Web, Mobile, application development support for Recreation and Entertainment projects	31			Enhancing Development Strategy for critical apps in FY24								
32	Web, Mobile, application, SCADA development support for Community Oriented Lifelong Learning Opportunities & Innovative programs	32			Enhancing Support Strategy for critical apps in FY24								

# Business value matrix shows IT success FY 24-25 realization



# Appendix

Contains additional workshop detail

# Avondale Recognition

## Digital Cities

- 2018 – 8<sup>th</sup> Place
- 2019 – 10<sup>th</sup> Place
- 2020 – 6<sup>th</sup> Place
- 2021 – 5<sup>th</sup> Place
- 2022 – 1<sup>st</sup> Place
- 2023 – 3<sup>rd</sup> Place



2022 – InfoTech CIO Award

2023 – Top 50 Technology Professional

2023 – Top 10 Technology Team

## Public Technology Institute – Significant Achievement

2021

