

Determine Business IT Alignment

INTRODUCTION

This workbook provides a means for assessing the relative alignment between the City's business imperatives and ComIT's information technology (IT) imperatives.

A **business imperative** is an initiative or objective that the City would need to accomplish to make meaningful progress toward achieving its strategic vision.

Gartner considered three sources in identifying the business objectives listed in the alignment chart:

1. An initiative was specifically listed in the City's strategic plan and was aligned with a specific strategy in one of the City's 7 main focus areas.
2. An initiative or objective was identified in Gartner's interviews with the Management Leadership Team (MLT)
3. An initiative or objective was identified in one or more of Gartner's workshops with Community of Interest (COI) focus groups

In many instances, the business imperative that we've listed was identified in 2 or more of the above sources. We also listed business imperatives that impacted multiple Communities of Interest - these business imperatives are listed in Section 8.0 - identified as "Cross Cutting" business imperatives.

An **IT imperative** is an action or initiative that ComIT would need to undertake to enable the City to accomplish one or more business imperatives. IT imperatives were identified in interviews with ComIT leadership, as well as in the MLT interviews and COI focus group meetings.

Our first step in this alignment exercise will be to validate the draft list of business imperatives with the City. After we've agreed on the business imperatives, we can then determine the relative alignment between the IT imperatives and business imperatives -- as well as the degree of impact or importance to the City in executing a particular business imperative. Additional IT imperatives may be added if necessary to enable one or more business imperatives.

The final alignment results provides a precursor of ComIT's IT strategy - confirming the City's most important business imperatives and the IT imperatives required to enable these objectives.

MINOR IMPACT - 1
 MODERATE IMPACT - 2
 MAJOR IMPACT - 3



To what degree will the IT Imperative support the City in realizing each Business Imperative?

Business Imperative	1.0 Cultural & Recreational Opportunities										2.0 Economic Vitality				3.0 Family & Youth Opportunities				4.0 Quality Education & Lifelong Learning		5.0 Quality Organization				6.0 Quality Physical Environment				7.0 Safe Community			8.0 Cross-Cutting				
	1.1	1.2	1.3	2.1	2.2	3.1	3.2	3.3	4.1	4.2	5.1	5.2	5.3	5.4	5.5	6.1	6.2	6.3	6.4	7.1	7.2	7.3	8.1	8.2	8.3	8.4	8.5	8.6	8.7	8.8	8.9					
1.1 Proactively engage with Departments to learn their key business issues, and to increase effectiveness in planning, design, deployment and enhancement of IT applications	●																																			
1.2 Develop mobile strategy to enable the mobile workforce and improve accessibility of data remedy																																				
1.3 Improve capability for Departments to custom and leverage data to conduct their own analysis and reporting	●		●	●	●		●	●	●	●												●	●	●	●	●	●	●	●	●	●	●				
1.4 Improve ComIT's service management capabilities including a service catalog to guide Departments through the process of requesting and obtaining IT services					●						●	●																								
1.5 Formalize process for analysis, documentation and management of business processes for City Departments	●		●		●							●	●									●	●	●	●	●	●	●	●	●	●	●				
1.6 Provide excellence in technical support, including enhanced transparency ticket status, faster responsiveness in resolution of Tier 2/3 issues, and enhanced support for Access databases		●	●		●							●	●									●	●	●	●	●	●	●	●	●	●	●				
1.7 Provide Citizens with online and mobile access to City services - to pay bills, request services, submit applications, apply for and pay for memberships, etc.		●	●		●									●								●	●	●	●	●	●	●	●	●	●	●				
1.8 Implement an enterprise scheduling and timekeeping system												●	●																							
1.9 Provide appropriate user-training (e.g. SharePoint, Oracle Reports, other existing and new applications)	●			●	●								●	●								●	●	●	●	●	●	●	●	●	●	●				
1.10 Implement modeling tools (e.g. transportation modeling, fiscal and economic impact modeling, community analysis, data process modeling)	●	●		●	●												●																			
1.11 Enable vlogov.com for development of more interactive capabilities and improved search functions				●	●																		●	●	●	●	●	●	●	●	●	●				
1.12 Implement an enterprise wide citizen/customer relationship management (CRM) solution	●		●		●				●	●		●	●									●	●	●	●	●	●	●	●	●	●	●				
1.13 Automate key business processes (e.g. accounts payable, work order management, review of development plans, litigation pending)	●	●	●		●					●	●	●	●									●	●	●	●	●	●	●	●	●	●	●				
1.14 Continue implementation of Integrated Public Safety initiative	●											●	●									●	●	●	●	●	●	●	●	●	●	●				
1.15 Continue with replacement of MDTs in police vehicles																						●	●	●	●	●	●	●	●	●	●	●				
1.16 Implement Common Facility Access card for Citizens to access City facilities	●		●						●	●		●	●																							
1.17 Design and build interfaces between systems (e.g. Accoba and GIS web services, connect to State applications)	●				●																	●	●	●	●	●	●	●	●	●	●	●				
1.18 Expand or leverage functionality available in existing enterprise applications (e.g. Oracle, Accoba, Hansen)	●		●		●					●				●								●	●	●	●	●	●	●	●	●	●	●				
1.19 Implement an enterprise wide case management solution									●	●		●	●										●	●	●	●	●	●	●	●	●	●				
1.20 Implement an enterprise content management (ECM) solution with workflow and document imaging					●						●	●											●	●	●	●	●	●	●	●	●	●				
1.21 Address problems in current Oracle ERP system																																				
1.22 Implement a kiosk system in City facilities to help direct and assist those seeking City services (e.g. DISC, Human Services)			●																				●	●												
2.1 Improve the process of evaluating, selecting and communicating the value of proposed IT projects	●	●	●		●								●	●																						
2.2 Improve project management processes to enhance collaboration and increase transparency with Departments from project initiation through closing																																				
2.3 Assess approach to sourcing IT services (e.g. contractors vs. FTE)																																				
2.4 Improve ComIT's internal knowledge management processes																																				
2.5 Strengthen and formalize ComIT processes (e.g. configuration management, application lifecycle management)																																				
2.6 Improve software upgrade process and reduce backlog for packaging team																																				
2.7 Automate ComIT's internal accounting and cash management process controls																							●	●	●	●	●	●	●	●	●	●				
3.1 Deploy fiber Citywide			●																				●	●	●	●	●	●	●	●	●	●				
3.2 Provide a scalable architecture to accommodate enterprise and specialty applications																																				
3.3 Maintain the integrity and security of corporate information	●			●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
3.4 Implement an enterprise data storage solution	●																																			
3.5 Implement an enterprise data integration solution	●		●																																	
3.6 Implement modern unified communications and collaboration tools																																				
3.7 Upgrade RACs infrastructure																																				

Business Imperative Source

- City Strategy
- MLT
- Workshops

Degree of Alignment with the City's Business Strategy

- MINOR IMPACT
- MODERATE IMPACT
- MAJOR IMPACT