2 IT Vision

2.1.
Introduction

ComIT's vision will be challenging to achieve, but taking bold action is necessary to enable Virginia Beach to reach the goals in its strategic plan. Fundamentally, the role of ComIT will need to radically change – from provider of basic infrastructure and application support services to "**an organization committed to proactively delivering a dynamic and evolving set of core services and innovative technologies that the city and its constituents demand**."

This dramatic shift to a dynamic, customer-centric service delivery model for ComIT involves the adoption of a number of critical IT initiatives – many of which are embraced in Gartner's recommendations for smart government, business analytics, citizen engagement and self-service, business process management and improvement, and other research trends. A summary of these trends, and resulting implications for ComIT in the successful execution of its IT strategy, are presented below.

2.2.
Technology Trends

Gartner Technology Trends[10] and implications for Virginia Beach

Trend 1: Open up and become smart	➢ Implications for the city's IT strategy
Although there is no one-size-fits-all model for achieving "smart" government, open data has proven to be a common denominator. While the motivation will be citizen engagement, with the needed security measures, the opportunity to benefit internally should not be lost. All "open" and "smart" initiatives should be looked at through the same public value framework lens.	Citizens and businesses in Virginia Beach are increasingly demanding that the city become more open and transparent in sharing financial and operational performance information. Providing open access to the city's information and services must be a key part of ComIT's technology strategy.
Trend 2: Let processes lead the way	➢ Implications for the city's IT strategy
It is easy to identify and achieve quick success through automation of manual processes; the greatest way to achieve value is to work closely with business leaders to identify areas for transformation, identify and accommodate the impact of roles and responsibilities, then bring in technology to be the facilitator of the adopted changes. This method of transformation and technology adoption builds trust and focuses on driving value with each initiative.	Automating manual business processes will require ComIT to adopt stronger business analysis and documentation processes, and leverage the functionality already available in the packaged applications in which the city has already invested.

10 Source: Gartner, Inc.

Trend 3: Need to balance front and back office needs

Current strategies are putting a great emphasis on front office and the digital constituent experience. This focus on constituents is diverting attention away from finding ways to increase operational efficiency and process transformation. The CIO needs to: 1) assess all IT projects and prioritize them according to the same public value framework, and 2) proactively leverage existing open data initiatives to demonstrate how they can help drive operational efficiencies.

➢ **Implications for the city's IT strategy**

Balancing IT needs requires a portfolio management approach to the city's applications, infrastructure, manpower and projects. This is critical to ensure the city is making wise, long-term investments. The total cost of ownership for proposed investments, and the resource needs of ComIT's internal and contracted workforce, must be considered.

Trend 4: The dilemma with Internet of Things

As smart cities deploy Internet of Things (IoT) systems, increased data flows will require an update to data and information, strategy, management culture, and processes. Potential cost savings and revenue opportunities have to be balanced with citizen concerns given the amount of citizen data that will be generated. It is recommended to clearly understand the intersections between the city's master plan to deliver value and information to citizens, and how to cope with the data possibilities from potential IoT deployments.

➢ **Implications for the city's IT strategy**

Deploying fiber citywide is a crucial enabler of the IoT in Virginia Beach. Many IT initiatives in the city's IT strategy are critically dependent on expanding network bandwidth and reach to support the escalating data needs of constituents and businesses, as well as ComIT's internal customers. This is the spinal cord for a multi-decade transformation.

Trend 5: Drive business success via the process

The most successful CIOs are working closely with business leaders to identify major process improvement opportunities, develop competencies for managing change, and demonstrate IT's ability to improve business outcomes. Sixty percent of CIOs have business process improvement as their top agenda, but only the top performers actually follow through to implementation. Best practices include the redesign of processes and roles before technology implementation.

➢ **Implications for the city's IT strategy**

A business relationship management (BRM) function within ComIT is critical to facilitate efforts to proactively engage with other city departments to learn their respective business issues and problems. BRMs would also work collaboratively with ComIT staff in planning, design, deployment and enhancement of IT applications and IT services to help address these issues and problems.

Trend 6: Provide the ability to self-serve internally

Self-service business analytics needs to be viewed as a complement to already-existing business analytics capabilities. The most successful organizations are extending business analytics across the enterprise and shifting the focus to predictive and prescriptive uses. A thorough understanding of the current state of business analytics in your enterprise, as well as the user community, is required to fully maximize the benefit.

➢ **Implications for the city's IT strategy**

Nearly every department in ComIT's IT strategy focus group meetings asked for the ability to conduct their own analysis and reporting – primarily for Oracle, Hansen, Accela and other enterprise applications. Providing this capability will ultimately improve the ability for management to assess and improve the city's internal operations, and ultimately improve service delivery to constituents.

Trend 7: No one-size-fits-all for Smart City Each city sets its own unique priorities on social, environmental and economic drivers, making technology blueprints difficult to apply. Hence, the definition of "Smart City" varies, but remains rooted in information management and integration. Gartner recommends that cities develop a roadmap for embedding smart solutions into the technology architecture and information processes, and to analyze all market solutions.	➢ **Implications for the city's IT strategy** ComIT's strategy must include initiatives aimed at managing the city's application portfolio more purposefully, with a stronger discipline in applying a defined set of enterprise and application architecture principles. Related initiatives in enterprise data integration, and developing critical interfaces to internal and external systems, also further ComIT's evolution in maximizing information management and integration capabilities.
Trend 8: IT must enable, not regulate The city and county of Honolulu was faced with aging infrastructure and legacy applications that were posing challenges to efficient operations and threats to public safety. A key identified root cause was the underfunding of IT. A reorganization focused on enhancing IT's perception as an enabler, and a focus on saving tax payer dollars, helped the organization's situation go from dire to recognized as one of the top digital government organizations in the country.	➢ **Implications for the city's IT strategy** Like Honolulu, Virginia Beach is at a crossroads and has targeted initiatives to modernize its infrastructure and rationalize its application portfolio. But this work requires consistent and adequate funding, which should be tied to the services that the department provides to its customers. Yet for ComIT to improve IT service delivery, it must better define and manage its internal processes. This is one of the most critical foundational strategic initiatives for ComIT – and together with an organizational realignment – is necessary to evolve to a service-optimized, customer-centric delivery model.

2.3.
ComIT's Strategic Vision

Developing a clear vision for ComIT is the first step in determining the city's desired IT direction. ComIT's vision is focused on delivering quality services and solutions to its customers – anywhere and anytime.

ComIT Vision Statement

The Virginia Beach Communications and Information Technology department (ComIT) is **"an organization committed to proactively delivering a dynamic and evolving set of core services and innovative technologies that the city and its constituents demand."** ComIT achieves and maintains high standards in the following areas:

➢ **Business and IT Alignment** - Working with public and private partners to make investments in information technology that provide long-term benefits and add value to our community.

➢ **Information Accessibility** - Using technology to make city data readily available to enhance government decision making and simplify delivery of services to our citizens.

➢ **Openness and Transparency** - Providing our constituents with simple and open access to city services and information.

➢ **Civic Participation** - Leveraging technology to meet the growing demand among our citizens for participatory and collaborative government.

➢ **Operational Efficiency** – Enabling mobile workforce accessibility to high-quality, digital government information in order to provide services anywhere, anytime, on any device.

➢ **Quality Workforce** – Developing highly skilled, innovative, motivated, responsive, and collaborative implementers and maintainers of quality technology solutions.

➢ **IT Security** – Protecting the confidentiality, integrity, and availability of IT applications, systems, infrastructure and data.

2.4.
Methodologies

Starting immediately, ComIT will begin phasing-in new methodologies and best practices that will enable the department to become a service-optimized, customer-focused organization. The city will realize immediate benefits from the evolution of ComIT's service model and internal processes, including stronger partnerships, more transparency and better utilization of resources.

Business Analysis Improvement

Business analysis (BA) has evolved from a requirements-gathering role, as traditionally defined by the IT industry, to a more comprehensive strategic role within the city. Requirements elicitation and related activities have been transitioned to a systems analyst (SA) role, and the BA will take a broader business-centric perspective with concentrated focus in key disciplines such as business process analysis, business process redesign and business process reengineering. The BA may work across several departments to understand their challenges by clearly documenting and understanding the current "business-state," while preparing to define, recommend and implement the required future business-state. This function will align ComIT and the departments to address business problems and achieve their goals, both strategic and operational. The BA role is not synonymous with an account management or customer relationship management role, but in some cases, the BA can also function as a business relationship manager (see next section). The business analyst will develop current and future-state documentation, identify business gaps, create business case documents, and perform value analysis on requested work. The BA role will become instrumental to proving the value of proposed work and evaluating both quantitative and qualitative measures.

The Applications Support Division has been developing a BA framework to guide business analysts through the process of strategic analysis. The framework is a comprehensive document that serves as a guide, but does not dictate a one-size-fits-all approach for all analysis. The framework is composed of four practices areas that include 1) strategic technical assessment, 2) valuation, 3) business systems execution, and 4) continuous service improvement. The framework is a dynamic document that will continue to be maintained and updated with new best practices. The framework document is accompanied by several templates that will assist the analyst prepare

documentation. Current-state assessment, future-state assessment, gap analysis, business case development, and work valuation are examples of some of the templates that are available.

ComIT has developed a new job description for the BA to include roles and responsibilities. Many of the city's IT job descriptions and titles have not changed since the 1990's and need to be updated to reflect modern roles and activities within ComIT. As the BA role is refined and formalized, current and new resources will be designated in the appropriate position and assume the duties of the BA.

Business Relationship Managers

ComIT intends to create a new role and position within the organization that will facilitate and enable greater interaction and communications between IT and other departments. A business relationship manager (BRM) is the advocate and liaison between IT and other departments in the organization. The BRM is typically dedicated to one or more departments and fosters a long-term trust relationship with leadership and members of the departments. The BRM understands the departments' needs and business challenges and serves as a technology advocate. Other BRM functions include:

1. Aligning different business and IT strategies for enhanced productivity

2. Analyzing and improving business processes in partnership with the business analyst

3. Defining key organizational strategies for the IT delivery model, while working with the business analyst to develop recommendations

4. Working to communicate and understand concerns related to IT alignment across departments

5. Working with architects to understand new technology trends and forecast future IT infrastructure requirements

6. Working with systems managers, application managers and project managers to provide business, project and IT improvement data to stakeholders

7. Analyzing new business initiatives

Gartner has indicated that ComIT needs to undertake service transformation to align IT and business needs.

The city manager has recommended that two new positions be added to the FY15 operating budget, and ComIT has pledged to identify two vacant positions so the program can begin with four BRMs. The initiative will start in July 2014 and could take up to six months to interview and recruit the new members. Additional positions will be requested in FY16 to reach the recommended complement of positions. The BRM role is contingent on the city approving the new positions. This will establish a culture of client advocacy.

Strategic Role and Responsibility

The BRM role will provide delivery of "full value IT" to city departments. The BRM will serve as the advocate for the lines of business to facilitate the understanding of each respective business operation, identify potential process and technology opportunities, and improve overall organizational value. The BRM will work collaboratively with ComIT staff in planning, designing, deploying and enhancing IT applications and services to help address issues and problems. These partnerships will drive optimization of the organization's IT return on investment (ROI) and help to establish ComIT as a value center within the organization.

The BRM function fulfills two important organizational roles: the relationship manager and a highly business-focused strategic analyst. There are four key responsibility areas that the BRM will support in ComIT.

1. **Business Processes** - Optimize quality, efficiency and controls. In addition, create requirement sets for specific solutions

2. **Business Functions** - Align, coordinate and integrate identified solutions and define management tools for communicating information about various initiatives

3. **Business Value Chain** - Utilize and leverage innovation in various processes to add value to the customer

4. **Business Process Network** - Collaborate with all city departments to create shared solutions for the organization.[1]

The ability of the BRM role to successfully engage with the business will require the BRM to develop excellent rapport with all city departments. While this role requires business and technical acumen to deliver these key areas of responsibility, the textbook-defined business analyst will not meet the demands of this function. The BRM role will develop a deep understanding of the current and future needs of each city department and work with ComIT customers to identify scope, and justify and implement potential technology solutions.

The BRM will also identify opportunities and leverage them with enterprise technology to address common business needs through the organization. And finally, the BRM must provide support to ComIT in developing adjustments to its strategic plans to ensure that it can meet the needs of the city departments now and in the future.

BRM Leadership

The BRM manager, under the auspices of the ComIT executive management team, is responsible for establishing, managing and maintaining strategic relationships with the various city departments and divisions. This lead position will interface regularly with ComIT organizational leadership to communicate and clarify department and division issues and needs. In addition, they will investigate and resolve customer relationship problems and may participate in RFP contract negotiation and administration.

The BRM plays an important role in integrating, sharing, and in some cases, driving results for business initiatives for other management processes like project portfolio management, application portfolio management and resource planning management. These management areas provide the conduit for which city customers and ComIT can collaborate.

Operationally, the BRM team will be responsible for analyzing and determining operational and financial impacts of new products and services that may be required by the city. The team will work on proposed changes and solutions to products and services to optimize efficiencies of business and ComIT results. There may be opportunities for the team to assist in processes, assessments and defining enterprise specifications and requirements, recommending business solutions that align with currently implemented technologies, and satisfying customer needs by facilitating requirements and testing.

1 Cassio Dreyfuss "Business Relationship Management Progresses Toward Increased Value", Gartner, Inc., November 28, 2012

Demand Management Planning

Centralized demand management planning is the discipline of balancing planned and requested new work with available resources, while taking into consideration the constraints of ongoing operational work. ComIT must better understand, control and balance the demand for services over a rolling three-year horizon. ComIT customers do not have visibility into the operational workload, and it creates the perception that there is significant bandwidth for completing new work. ComIT has struggled to balance the new work with the ongoing work and poorly communicates the daily demands of maintaining existing assets.

Several of the IT strategic initiatives recommended by Gartner will result in improved demand management and are presented in greater detail in Section 6.0. A formalized project portfolio management discipline will only permit value-generating, resourced and funded projects into the portfolio. Only projects being worked will be included in the portfolio. An Investment Review Board (IRB) will prioritize projects for execution: ComIT's project management team (PMT) will no longer be the decision-maker for project prioritization. A formalized and department-wide resource capacity management discipline will ensure resources are not over-allocated. These concepts and methodologies are further discussed below.

Project Portfolio Management

Project portfolio management (PPM) is the centralized management of processes, methods and technologies used by project managers and project management offices to analyze and collectively manage a group of current or proposed projects. It is a strategic prioritization methodology employed to analyze and manage current or proposed projects within an organization. The objectives of PPM are to determine the optimal requirements to deliver work with the highest value to the business.

ComIT has mature project management practices and follows the Project Management Institute (PMI) methodologies for managing projects. Most of the project managers are Project Management Professional (PMP) certified. There is less maturity in how the portfolio of active and pending projects is managed. All project - and in many cases - non-project work is entered in Project

Server without regard to whether resources are available to accomplish the work, and the result is a large backlog of work that cannot start. Again, the optimal requirement to deliver work with the highest value to the lines of business and organization must be a priority objective before taking formal project work into the queue.

The value of a proposed project is currently not highly scrutinized, which may result in valuable resource capacity being dedicated to lower-value work. Additionally, the Project Management Office (PMO) must focus on the work that is assigned to them so that they can effectively and efficiently deliver this work. As discussed previously in the demand management overview, ComIT must implement department-wide demand management, resource planning and management processes that ensure the work that is assigned to the PMO can be completed as defined.

This will require a new governance model for the IT portfolio with oversight and engagement of the city's executive leadership team and the line of business partners.

Investment Review Board

An Investment Review Board (IRB) will be established to prioritize project work. An IRB is another tool to effectively control work demand management. Currently, ComIT prioritizes proposed projects, and this approach leads to frustration across the departments. The IRB will be chaired by the Management Leadership Team (MLT) and include department directors. It will be comprised of a rotating committee of senior-level members from several departments. The IRB will meet periodically to review proposed work and make the prioritization recommendations, taking ComIT out of the decision-making role. This change should greatly improve the perception of ComIT as a regulator and remove ComIT from the political consequences of prioritizing which projects will be executed.

Workforce Management

Workforce management is the discipline of continually cultivating the workforce to ensure resources are used appropriately, skills are matured and job descriptions match the work functions. Demand management will be better controlled through effective workforce management. Workforce management encompasses all the activities needed to maintain a productive workforce. Elements

of workforce management are listed below, and some of these methodologies that ComIT will target are discussed in sections that follow.

- ➤ Resource capacity management
- ➤ Skills management
- ➤ Talent management and/or applicant tracking
- ➤ Learning management and training
- ➤ Performance management
- ➤ Forecasting and scheduling

Resource Capacity Planning

Resource capacity planning will be founded upon the principle of planning and managing to a schedule horizon. Near-term work is planned with a high level of scheduling confidence, and longer-term work is anticipated, but with a lower level of confidence. Resources will not be allocated greater than 80% of their work capacity in order to accommodate unexpected demands and incident response. In addition, resource time spent on operational work items, such as patching and upgrades, will be carved out of their overall availability to perform project work. A resource planning and management (RPM) tool will be implemented to provide these capabilities. RPM will consider day-to-day operations, incident and problem mitigation (break/fix), application, infrastructure and hardware lifecycle maintenance, project work and requests for work/services.

Operational Work

Operational work is non-negotiable work and must be performed on an ongoing basis to maintain the current technology investments (e.g. keep the lights on). Operational work will be segmented into portfolios of work items so ComIT can communicate the value of the work performed. Operational work portfolios may include the Gartner Run, Grow and Transform segmentation, or may reflect the differentiation between IT services and lifecycle maintenance.

Other departments in the city do not understand the workload demand of the operational work and become frustrated when ComIT cannot start or complete project work in an expedient fashion. An RPM tool will greatly alleviate the inability of ComIT to accurately depict the ongoing workload. RPM will assist resource managers in developing a true picture of the ongoing daily demands of maintaining core infrastructure, systems and applications while ensuring that the PMO has a clear understanding of the resource

capacity assigned to project work.

Project Work

Currently, ComIT project managers and resource managers do not have clear visibility to the actual availability of resources to perform project work. Resources are assigned to a project without the knowledge of whether they have the capacity to perform their scheduled tasks. Better workforce management through project portfolio management and resource capacity management will provide clear visibility to which resources can perform the work and a reasonable timeframe in which to do so.

Project work will be segmented into portfolios of work items so ComIT can communicate through the BRM the value of the work performed. Project portfolios may include the Gartner Run, Grow and Transform segmentation, or may reflect the differentiation between lifecycle management and new technologies.

Skills and Capabilities Management

ComIT will assess and maintain an inventory of skills and capabilities as part of an over-arching workforce management discipline. Division managers have been tasked with developing an inventory of staff member skills, as compared to Gartner's organization service models. In the future and contingent upon funding, Oracle Learning Management (OLM) will be implemented and will become the living repository for maintaining staff skills.

Disaster Recovery and Business Continuity

As a coastal city on the Atlantic Ocean and Chesapeake Bay, Virginia Beach needs to be prepared for the event of a significant hurricane, tropical storm, nor'easter or ice storm. A disaster recovery plan describes how technology systems will be brought online during and after a major incident. Disaster recovery is IT-centric and goes hand-in-hand with numerous business continuity, or continuity of operations (COOP), plans that are specific to the various departments.

ComIT has engaged consultants to conduct a business impact analysis (BIA), which is the basis of the disaster recovery plan. The purpose of a BIA is to pinpoint which business units, operations and processes are crucial to

the continued delivery of technologies and services to the organization. While this effort was intended to focus on technologies, ComIT used the opportunity to identify non-technical information that is important to continuity of operations planning for each city department. The full BIA report that was completed in FY14 can be reviewed in Appendix BIA Final Report.

The main objectives of this BIA were to:

➢ Identify all business functions within each department

➢ Identify the applications supporting those business functions

➢ Identify critical infrastructure components

➢ Assign each function a recovery time objective (RTO) with justification

➢ Assign application criticality based on their respective business function

➢ Identify upstream and downstream dependencies that may affect the delivery of goods and/or services.

Going forward, disaster recovery (DR) must become systemic throughout ComIT. New applications and systems must be evaluated for criticality and incorporated into the DR plan. The application portfolio management tool must be implemented and used to maintain the DR information for an application. ComIT will champion DR and COOP, but eventually the COOP function and planning must migrate to the actual departments to maintain. DR and COOP should be a priority for city leadership at all levels with appropriate funding made available.

Lifecycle Management

Asset Lifecycle Management

ComIT is developing an asset lifecycle management strategy and plan that will structure how and when assets are acquired and retired. The assets that will be managed include user-based assets such as desktops, laptops, radios and phones, as well as infrastructure assets such as servers and network equipment.

A cross-functional team from multiple divisions will be formed that will be responsible for executing and maintaining an asset refresh plan. The concept behind a refresh plan or schedule is that an organization must periodically replace aging assets with more current technol-

ogy. In the private sector, refresh schedules are typically planned for every three to five years, but in the public sector, a five year refresh cycle is more realistic.

The goal and mission of the asset management team will be to:

➢ Act in a consultative role with customers to learn their needs

➢ Own the refresh planning process and prepare schedules

➢ Research and recommend new technologies for the city

➢ Evaluate, acquire and utilize an asset management tool (application)

➢ Manage licensing

ComIT will conduct asset refresh planning activities and develop a budget (the current operating budget does not adequately provide for resourcing of technology sustainment). ComIT leadership will clearly communicate the necessity of keeping technology current because aging infrastructure increases costs over time through increased support requirements. Division leads are currently in the process of developing initial refresh plans for their respective areas.

Systems Management

A system is a set of interacting or interdependent components forming an integrated whole. Most systems share common characteristics, including:

➢ Structure, defined by components and their composition

➢ Behavior, which involves inputs, processing and outputs of material, energy, information or data

➢ Interconnectivity: the various parts of a system have functional, as well as structural, relationships between each other

➢ Functions or groups of functions

Systems are composed of:

➢ Constructs – hardware, network components, operating systems, etc.

➢ Services – web-based services, reporting, etc.

➢ Documentation – architecture diagrams, requirements, support information, etc.

- Applications – Oracle e-Business Suite, Hansen, Accela, Laserfiche, etc.
- Management Practices – lifecycle planning, testing, analysis, etc.

'Systems thinking' is a holistic approach to lifecycle management that focuses on the way a system's constituent parts interrelate and how systems work over time and within the context of larger systems. The systems thinking approach contrasts with traditional analysis, which studies systems by breaking them down into their separate elements. Systems thinking can be used in any area of research and has been applied to the study of medical, environmental, political, economic, human resources, and educational systems, as well as information technology.

ComIT will engage in systems thinking when managing and maintaining the lifecycle of major application groups. Enterprise application suites such as InSITE, integrated public safety, and revenue and collections will be managed as systems, and as such, the 'program group' designation to manage these assets will change to 'system group'. The InSITE Program Group (IPG) will become the InSITE System Group in order to reinforce the systems approach. ComIT will engage the communities of interest that rely on these applications and ensure they are included in the conversation when changes affecting systems are considered.

The applications supported by the business systems team (BST), such as Hansen, Fleet, Class and Accela, will also be managed through a systems approach. When planning and executing lifecycle management for these applications, ComIT will ensure everything the application touches - and is touched by - is considered.

Application Monitoring

ComIT has acquired and implemented new tools to monitor the health of enterprise applications. The SolarWinds Server and Application Monitoring (SAM) module is part of a suite of tools that monitor the up-time and availability of important applications and infrastructure components. Some of the applications currently being monitored include:

- Accela
- Anasazi
- ArcGIS
- Banner
- CircIT
- City Law
- ESM Video Management
- Government Revenue Management
- Hansen
- Inovah
- Patron Edge
- Project Server
- Quality Center
- SharePoint
- Sirsi

SAM allows ComIT to be proactive and look for potential problems before those problems impact customers. Server up-time, central processing unit (CPU) load, disk space utilization and other metrics are currently being monitored. When the application goes down, an architecture diagram feature can show which server is responsible. The SAM module provides automated alerts when critical thresholds are reached that are monitored by teams in the Applications Support, Systems Support and Telecommunications divisions. As key components of lifecycle management for applications are defined, transaction monitoring capabilities will be implemented, providing for a broader monitoring experience for technologists and business units alike. ComIT will increase transparency through the development of customer-facing dashboards so that the business areas can view the status of their important applications.

Application Portfolio Management

ComIT is establishing an application portfolio management (APM) discipline. APM is a framework for managing enterprise IT software applications. APM provides managers with an inventory of the organization's software applications and related metrics to illustrate the business value (or lack of) for each application. ComIT is acquiring an APM tool and expects to implement it in FY15.

The APM tool will be a repository for application information. It will track attributes such as vendor, version, server names, supporting resources, user departments, and lifetime costs. The APM tool will also maintain the application lifecycle road-map, tracking information such as past upgrades, and future planned work.

Most APM tools also have the ability to maintain Gartner TIME (Tolerate, Invest, Migrate, Eliminate) and pace layer data for an application. The Gartner TIME methodology describes the business and technical value of an application. The value is derived from end-user surveys in which the survey respondent rates the application against a set of business and technical criteria. An application can fall into one of four value categories or quadrants shown below. The quadrant an application falls into provides ComIT direction on how to address an application.

1. Tolerate – Technical value is high, but business contribution is low. Tolerate it.

2. Invest – Application has high business and technical value. Invest in it.

3. Migrate - Application technology needs to be modernized. Migrate it.

4. Eliminate - Business and technical value are low. Parter with the customer to consider replacing it.

Figure 12: TIME Quadrants[12]
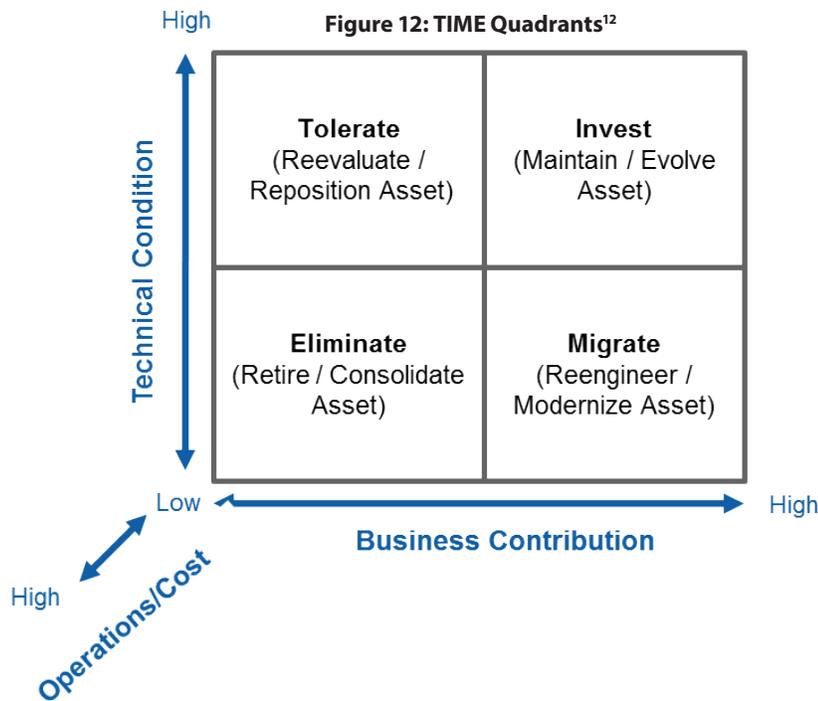
In addition to the TIME methodology, most APM tools provide the ability to track the pace layer for an application. The pace layer is another Gartner methodology that describes how an application should be managed. The pace, or rate of business process change, surrounding an application is an important factor in how applications are funded, how risk is tolerated, and how ComIT engages with the customer organization. Again, the pace layer is derived from the end-user survey. An application can fall into one of three pace layers:

1. Systems of Record – Infrequent business process change

2. Systems of Differentiation – Moderate business process change

3. Systems of Innovation - Somewhat frequent business process change

12 Source: Gartner, Inc.

Service Delivery Model

ComIT will transition from a functional service model to a service-optimized model. The new model will be finalized in concert with a reorganization and new job titles commencing in FY16. The structure of the ComIT organization has been groups of resources within divisions focused on specific 'types' of work – maintaining servers, managing projects, eliciting requirements, etc. The new model will transition to groups of resources focusing on the effective delivery of different services to target groups. The different groups, or communities of interest (COIs), will be comprised of the different city departments. COIs are groups of individuals with common interests which may include departmental mission, client base, business needs and problems, or geographic location. COI groups will typically be organized around departments although it is expected that a COI will consist of more than one department.

ComIT resources will focus on providing comprehensive services to these groups, which may include project management, strategic business analysis, applications lifecycle management, workstation technology management, as well as other services. BRMs may be assigned to each of the city's Strategic Initiative Team (SIT) to serve as technology liaisons, further bridging the communications gap between lines of business and ComIT. Walls between divisional and team siloes will be broken down so that resources will function more cohesively and fluidly to better facilitate the strategic goals of the city.