CITY OF COLORADO SPRINGS INFORMATION TECHNOLOGY STRATEGIC PLAN

9/3/13 We Are Fueling Citizen Driven Government.

The purpose of this plan is to set the City of Colorado on a course to achieve maximum return on its investments in technology, process, and knowledge.

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CITY OF COLORADO SPRINGS INFORMATION TECHNOLOGY STRATEGIC PLAN

WE ARE FUELING CITIZEN DRIVEN GOVERNMENT.

EXECUTIVE SUMMARY | 1

This plan was prepared in conjunction with planning exercises across the city and is designed to tightly align with the mayor's strategic plan, city council's strategic plan, and strategic plans of major departments across the city.

The Mayor and City Council strategic plans outline goals for the city of increasing jobs and economic development, transforming city government, and building quality community. In recognition that prerecession business models are not sustainable, a number of government technology trends are emerging that directly contribute to sustainable services and operations, including: mobile devices, big data information management, next-generation analytics, the internet of things, citizen-managed data, business process management, enterprise app stores, cloud computing, and cross-domain interoperability.

The Department of Information Technology's SWOT analysis indicates the need to aggressively move forward to address weaknesses related to planning and process rigor; counter threats from lack of skill, demand in excess of supply, service instability, and lack of disaster recovery; to leverage strengths of leadership and organizational alignment; and capitalize on opportunities for abundant market commodity technology services, available best practices, and executive vision for transformation.

The Department of Information Technology's contribution to business success will come from enhanced planning and alignment, strategic sourcing, process rigor, information security, data to information transformation, automation and orchestration of business processes, and citizen engagement. Skills necessary to achieve the strategy will evolve from operating services to driving innovation and delivering change. Heavy reliance on sourcing providers is required. Decisions will be guided by the principles of information security, cloud-based sourcing first, and accessibility achieved by delivery of mobile friendly and operating system agnostic solutions wherever possible.

Operational excellence, customer intimacy, customer experience, integrity, innovation, and accountability will be valued. Components of the strategy will align around our corporate contribution, user orientation, operational excellence, and ensure future orientation, and will include:

1. Citizen engagement – beginning late 2013, a new website, legislative management, a business hub, 311/citizen request management, open data portal, and dashboard will result in open government, informed and empowered citizens.
2. Infrastructure – beginning late 2013, architectural planning, sourcing, re-architecting, and transitioning infrastructure to cloud offerings will result in increased reliability, disaster recovery, and cost efficiency through more appropriate scale.
3. Applications – beginning in 2014, architectural planning, sourcing, re-architecting, and transitioning applications to cloud hosted and software-as-a-service offerings will result in increased reliability, enhanced user satisfaction, and improved data quality.
4. Integration Platform and Master Data Management – beginning late 2014, investment in a data integration platform and master data management will result in enhanced data quality and reduced redundant data entry and increased user productivity.
5. Business Intelligence and Analytics – beginning in 2015, business intelligence and analytics will result in data-driven business decisions.
6. Process Orchestration - beginning late 2015, business process orchestration will result in orchestrated and data-driven processes.

SCOPE | 2

The scope of the information technology strategic plan includes knowledge, processes, data, and systems enabling business and citizen engagement across the City of Colorado Springs in every department through fiscal year, 2016. This plan is designed to be tightly aligned to the mayor and council strategic plans and will be complemented by information technology program and service-specific strategic and operating plans.

STRATEGIC CONTEXT | 3

Mayor's Strategic Plan

Vision

With America the Beautiful as our heritage, hard work as our foundation, and western optimism as our guide, Colorado Springs will be a successful city where people love to live, work and vacation.

Mission

As stewards of the public trust, we will serve the people of Colorado Springs with core services effectively and efficiently through the wise use and management of our resources.

The mayor's strategic plan outlines 3 goals.

Goal 1 – Jobs

Support an increase in private sector civilians employed by an average of 6,000 per year by being the most business and citizen friendly city of our size in the United States of America.

Goal 2 – Transformation

Transform City Government to be fiscally sustainable within limited resources while delivering consistent quality core services.

Goal 3 – Community

Build community through on-going dialogue with our citizens and local, regional and state leaders; and by encouraging private sector and nonprofit initiatives to improve the well-being of everyone.

City Trends

A number of trends and strategies will drive the city's demand for technology innovation and services:

1. A safe community remains the city's highest priority.
2. Economic growth and the resulting increase in revenue growth will be the driving force to the City's long-term fiscal sustainability. Targeted, performance-based incentives and catalyst projects will spur economic growth. Commercial and residential infill will positively affect revenues and provide density needed for more efficient service delivery.
3. With the current combined revenue streams, and their prescribed uses, it will be daunting to achieve the standard of living and level of public services the community desires unless revenues increase substantially and we can find ways to repurpose existing revenues and rethink how the City provides its services.
4. Colorado Springs' competitive advantages are in the City's stunning natural environment, advanced education opportunities, recreational amenities, history of health, wellness and active lifestyles, growing arts scene, strong ties to amateur and elite sport, and tradition of service to community and country. Preserving and enhancing the unique features of Colorado Springs will continue to make Colorado Springs an attractive destination for visitors, draw prospective employers and inspire growth of new industries.
5. All of our citizens and visitors are valued and will benefit from successful implementation of the strategic plan. The City must work diligently to build trust and engage citizens such that they become ambassadors. Working with citizens, business community leaders, employees and other governmental entities is essential to success.

Council Strategic Plan

Mission

As stewards of the public trust, we serve the people of Colorado Springs with core services effectively, efficiently, and courteously with the wise use and management of our resources.

The City Council's strategic plan outlines 3 goals.

Goal 1 – Economic Growth

Enhance Colorado Springs' business friendly reputation. Facilitate economic growth. Determine highest and best use of land. Encourage innovative land use.

Goal 2 – Responsible Government

Seek regional partnerships that improve results. Develop equitable financial support. Use funds wisely. Deliver effective government with checks and balances.

Goal 3 – Quality Community

Seek and engage in opportunities for regional collaboration. Prioritize funding for city infrastructure. Increase citizen outreach and engagement in local government. Develop policies compatible with our natural environment.

Government Technology Trends

Recognizing that prerecession government business models are not sustainable, opportunities abound to deliver upon increased citizen demand for services while making government services more efficient. According to Gartner, a leading technology and strategy research firm, government CIOs can accelerate transformational change by making targeted investments in strategic technologies and services that will have a major impact on the enterprise during the next three to five years. Gartner recommends that governments become smarter by investing in affordable technologies that clearly contribute to sustainable services and operations, and are capable of crossing traditional boundaries between agencies, tiers, jurisdictions, and constituencies. Government agencies should consider the relevance and impact of the following trends in the context of their business and IT planning and enterprise road map.

1. Mobile Devices - To foster greater flexibility and innovation in the government workforce, several organizations are adopting bring-your-own-device (BYOD) or government-furnished equipment (GFE) policies, and focusing on how to provide secure access to enterprise data and applications by using mobile device management (MDM) platforms. Like their counterparts in the private sector, government employees expect to have more choice in the use of personal devices and software in the enterprise. As a result, many government agencies and IT organizations are restructuring their business and service delivery models to serve the changing needs of employees and constituents alike.

2. Big Data Information Management - Information management, as it has long been practiced in government, is being profoundly affected by the arrival of information sets known collectively as big data. Similar to next-generation analytics, big data broadly encompasses data acquired from multiple sources and channels — some of which are outside government control — that are linked and combined in novel ways to reveal phenomena that would not otherwise be detected. For example, public safety and emergency response capabilities are being enhanced with real-time analysis of aerial, fixed and mobile data acquired from a variety of sources and in numerous formats. As with citizen-managed data, big data requires government CIOs

to adopt comprehensive enterprise information management practices, enterprise architecture principles and new methods for data sharing.

3. Next-Generation Analytics - The need to improve operational performance and deliver better outcomes for citizens is driving government to use information for more than measuring and describing the past activities. To ensure services are sustainable and affordable, program managers must be able to predict what is likely to happen, and optimize what should happen, based on an increasingly varied set of data sources and types. To ensure that information remains an enterprise asset that is leveraged via powerful analytic tools, IT organizations and business users must work together to develop a shared understanding about what can be achieved with business analytics (processes), who will play each role (people), and how advanced analytic capabilities will be implemented (platforms).

4. Internet of Things - Gartner defines the *Internet of Things* as the network of physical objects accessed through the Internet that contain embedded technology to sense or interact with their internal states or the external environment. In practice, the collective "smartness" of physical objects (and the potential for innovation and value creation) exponentially increases when automobiles, city infrastructure, buildings, medical and consumer electronics devices, and embedded sensors can autonomously communicate and negotiate with one another. New government workforce or citizen experiences, operating efficiencies, and business models can be created, and deliver enhanced value through improved utilization of government-owned assets that are connected and in continuous communication. An early example of how governments are using the Internet of Things is demonstrated by the use of sensors and controls to dynamically price parking rates based on demand.

5. Citizen-Managed Data - Citizen data vaults offer significant potential benefits in meeting the evolving expectations of the Internet, providing more transparent control of individual privacy and access rights for electronic data, easing the task of integrating different government services, and creating conditions for the creation of value-added services from commercial, nonprofit and peer-to-peer organizations. The shift from having a government-controlled single point of contact to providing greater choice to constituents about how to access the services they require will accelerate. This trend is causing a fundamental rethinking of how government information and electronic services are structured and made accessible on the Web.

6. Business Process Management - In the belief that every agency or government program business process is unique, program managers have historically favored the development of highly customized IT solutions over commercial off-the-shelf (COTS) products or cloud-based business services. More often than not, the presumed uniqueness of a business process is overstated. Taking the time to decompose and document processes with a business process management (BPM) methodology will identify business functions where variability is low and common practices (and software applications) can be shared. Numerous methodologies are available — including well-known ones such as Six Sigma, lean, kaizen and Rummler-Brache, as well as proprietary ones that consulting firms and BPM technology vendors use. These methodologies are used to help organizations achieve dramatic improvements in

speed and quality of service delivery, while at the same time reducing complexity and cost. BPM applications include a number of capabilities also found in enterprise content management (ECM), CRM, and specialized case management systems.

7. Enterprise App Stores - Consumer app stores raise expectations among government employees who are accustomed to quickly downloading applications on demand, exposing agencies to unknown risks. Enterprise app stores help address these expectations and security risks, as well as reduce administration costs, improve software adoption, increase business agility and drive application innovation. Additionally, enterprise app stores promise greater control over the apps used by employees, greater management of software expenditures and greater negotiating leverage with app vendors. Enterprise app stores should also be seen as a frictionless conduit to preauthorized cloud services.

8. Cloud Computing - As the cloud continues to affect virtually all aspects of IT, new disruptive elements and approaches continue to evolve. Government centralized and shared-service providers are striving to provide scalable and elastic services that are provided on a consumption basis. The emergence of hybrid environments gives rise to hybrid IT process models and the positioning of IT as a service broker (ITaaSB). In addition to this, the increasing maturity of some software as a service (SaaS) and, in the longer term, business process as a service (BPaaS) solutions suggest a "storefront" role, where the IT organization will mostly advise about services that could be directly purchased by business departments or individual business users.

9. Cross-Domain Interoperability - Government organizations and technology providers have been defining, developing, deploying, designing and operating frameworks to support the integration of data, applications and processes required to achieve the objective of citizen-centric, seamless and efficient service delivery. Until recently, these frameworks have been limited to dealing with information technologies.   With the increasing demands to access, share and exploit all forms of content (including database transactions, text, images, big data, operational data or other nontraditional forms of digitized content), Gartner maintains that silo-centric, stand-alone information architectures and one-size-fits-all models are insufficient for today's emerging data economy.

Information Technology Organization

The City of Colorado Springs relies heavily on effective and reliable information technology in delivery of public safety and other mission critical services, and increasingly demands innovative technology services to transform government operations and service delivery. The technology organization has evolved over time from decentralized department-specific teams and architectures to a consolidated technology organization seeking to meet the demands of a complex multi-department organization delivering a wide-range of services.

Background

Pre-2008, technology services were delivered by a number of department-specific teams, including in the Fire Department, the Police Department, in Traffic Operations, the Auditor's Office, City Clerk, Airport, Public Works, and in Parks, Recreation, and Cultural Services. The

Department of Information Technology provided enterprise services such as network, telephony, Internet, and enterprise resource planning (ERP). There was little cooperation between these teams. Technology, data, application, and service architectures evolved within silos to meet the needs of individual departments. In 1993, the Police Department designed and constructed an enterprise-class data center.

In 2008-2009, the City of Colorado Springs consolidated all information technology resources, except those in the Traffic Operations Center and Airport, into the Department of Information Technology. The CIO led an effort to modernize infrastructure technologies with a $12M investment, modernizing the local and wide-area networks, virtualizing servers, implementing a new storage area network, and unified communications. This project was financed through the Capital Improvement Program (CIP) with the final payment due in 2014. The newly centralized Department of Information Technology grew to 92 full-time equivalent positions, falling to 73 positions within two years, and to 54 positions today. The majority of the underlying technology, data, application, and service architectures remained siloed and department-specific.

In 2012, the City of Colorado Springs contracted Plante Moran, a business consulting firm, to conduct a comprehensive review of the use and the state of information technology across the organization, comparing the city's IT functions, cost of services, and operations to organizations of similar scope and complexity. The study assessed the administration, the organization, and its technology based upon maturity and risk, highlighting a number of opportunities for improvement, including disaster recovery; application development; help desk; software license management; project portfolio management; business analysis; governance; technology strategy and vision; legacy applications; and geographic information systems. The study also evaluated the city's technology services for alternate sourcing opportunities, recommending a number of services for further evaluation, including help desk; desktop support; disaster recovery; data center operations; network operations; selected applications; support and maintenance of selected applications; database administration; and application development.

SWOT Analysis

STRENGTHS
1. The technology leadership team is forming under the newly appointed chief information officer.
2. An executive-level vision for the power of strategically applied business and technology solutions to transform service operations.
3. A city environment that is primed for the process, business, and technological changes necessary to transform service delivery.

WEAKNESSES
1. The lack of enterprise architectural planning results in excess capacity, an overly broad and mostly legacy applications portfolio, lack of realized value from infrastructure investments, poor application sourcing decisions, and impaired

supportability and reliability of technology services, including the lack of disaster recovery capabilities.
2. A lack of process rigor results in inconsistent results, slow delivery time, lack of data to enhance service delivery, and customer dissatisfaction.
3. Ineffective service strategy, service design, and service transition processes impair user adoption of new solutions.

OPPORTUNITIES
1. The mature market for commodity information and technology services creates alternate sourcing opportunities.
2. Abundant best practices and citizen engagement solutions are available, creating opportunities to enhance city practices.
3. Executive-level vision and willingness to re-invent service delivery models create unique opportunity to plan, implement, evaluate, and refine everything we do.

THREATS
1. Gaps in both the quantity and type of skilled technologists result in high support loads (IT FTEs vs. City FTEs) within the technology organization.
2. Rapidly increasing demand for innovative technology services and increased consumerization of technology devices and services outpace the organization's ability to deliver.
3. Service instability and the lack of disaster recovery capabilities place business units at severe risk for loss of services.

Vision

We are fueling citizen driven government.

Mission

The mission of the Department of Information Technology is to provide information, technology, and communication services to the City of Colorado Springs and its citizens so they can accomplish their objectives.

Service Offerings

We provide a comprehensive portfolio of services across the city, including:

- Enterprise business systems, including enterprise resource planning, electronic document management, customer relationship management, website, intranet, performance management, recruitment, and electronic payments
- Line of business applications, including public safety applications, records management, fire management, computer-aided dispatch, automatic vehicle locating, personnel management, sex offender tracking, license plate readers, electronic ticketing, transit management, work order and asset management systems, permitting,

plan review, justice information systems, geospatial information systems, legislative management, airport management, campaign finance tracking, and sale tax

- Communication and collaboration systems, including email, calendar, group collaboration, audio and video-conferencing, local and wide-area network, voice-over-internet-protocol telephony, and mobility solutions
- Hosting and infrastructure, including data center, virtualization, storage management, co-location, streaming video, web-content filtering, SPAM filtering, backup and restoration
- Help desk and desktop support
- Public safety radio network, including network design, installation, and maintenance, provisioning and management

STRATEGY | 4

In 2013 and beyond, we face great opportunity to rise to the challenge of increasing demand for data, information, and innovative solutions, by transforming citizen services delivery and the workforce user experience, by optimizing our enterprise architecture, removing silos where possible, by converting our vast quantities of data into information to inform decisions, and by leveraging the commodity technology market, including Platform-as-a-Service (PaaS), Software-as-a-Service (SaaS), and Infrastructure-as-a-Service (IaaS) offerings.

Demand

Business Context

The City of Colorado Springs is seeking to provide the greatest possible return on every taxpayer dollar in the delivery of citizen services. The city's strategic plan includes the aggressive goals of increasing private sector employment by an average of 6,000 per year by being the most business and citizen friendly city of our size in the United States of America; transforming City Government to be fiscally sustainable within limited resources while delivering consistent quality core services; and building community through on-going dialogue with our citizens and local, regional and state leaders; and by encouraging private sector and nonprofit initiatives to improve the well-being of everyone.

Our Contribution

Meeting these goals requires innovative thinking, transformative solutions, and hard work. The Department of Information Technology will contribute directly to the attainment of these goals through:

- Planning and Alignment – we will increase the business return on technology investments by creating and managing a road map of technology change necessary to deliver upon the business strategy.
- Strategic Sourcing – we will establish and implement a strategic technology sourcing strategy, leveraging the private market for Platform-as-a-Service, Software-as-a-

Service, Infrastructure-as-a-Service, and other offerings for the purpose of ensuring that the city achieves the greatest possible service quality for a given cost.

- Process Rigor – we will ensure a great customer experience by designing, implementing, managing, and continually improving our processes.

- Information Security – we will establish a comprehensive Information Security Program with the purpose of protecting the organization and its ability to perform its mission by ensuring the confidentiality, integrity, and availability of information, and compliance with laws, regulations, and standards for information security.

- Transform Data into Information – we will understand and manage our data, transforming it into business critical information and analytics necessary to inform our strategies and operations.

- Automate and Orchestrate Business Processes – we will employ targeted technologies designed to automate repetitive processes and ensure efficient, effective, and compliant workflows.

- Citizen Engagement – we will deploy a comprehensive citizen engagement program designed to empower and engage our citizens in easy and convenient ways.
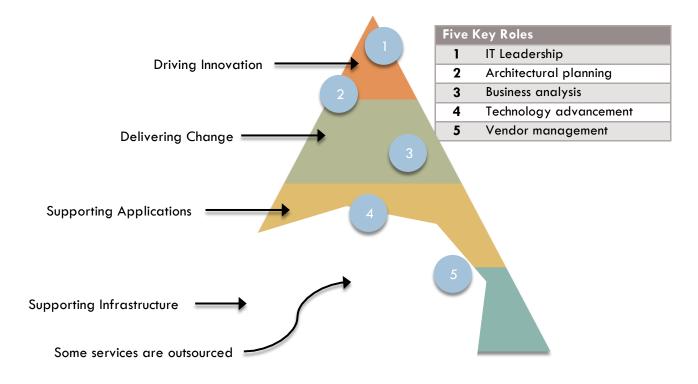
Supply

The technology organization will not add employee full-time equivalent positions for the foreseeable future. The support load of technology organization is high and further constrained by immature processes, a broad and diverse technology portfolio, and a lack of skills necessary to support both existing and desired business services at a satisfactory level. Rising to meet customer demand for strategic technology solutions requires that we reconsider our ability to supply both the number and type of resources necessary.

To accomplish the strategy outlined in this plan, staffing in the Department of Information Technology will evolve. We will place greater value on strategic and business-oriented positions and lesser focus on services readily available from private sector market providers. Shifting our focus towards high citizen and business value solutions will accelerate our ability to deliver upon our vision of fueling citizen-driven services.

Skills Evolution

Our strategy will employ new technologies and practices to redirect or liberate resources that increase innovation and value for the enterprise. The focus of technology skills is changing from service operations to designing and implementing technology-enabled, information-rich, and transformative business solutions.

Five Key Roles	
1	IT Leadership
2	Architectural planning
3	Business analysis
4	Technology advancement
5	Vendor management

Driving Innovation

Delivering Change

Supporting Applications

Supporting Infrastructure

Some services are outsourced

For the Department of Information Technology to fully realize its potential of strategic partner to City of Colorado Springs, a host of new business-oriented skills are required. We will seek, reward, and foster the following characteristics in our staff:

Conceptualist
Conceptualists have the ability to engage in dialog and discussion in the abstract, often consulting with business unit representatives and customers in conceptual discussions that ultimately result in powerful business solutions.

Strategist
Strategists are able to create and execute plans, methods, or a series of maneuvers for the purpose of obtaining a specific goal or result, often on behalf of business unit representatives for the purpose of delivering upon strategic opportunities.

Collaborator
Collaborators have the ability to work effectively with others, whether coworkers, partners, or customers, to create effective products of work.

Innovator
Innovators are able to introduce something new, to make changes to the established way of doing things, for the purpose of making processes, services, or outcomes more efficient.
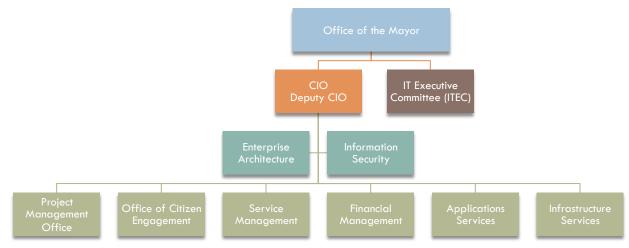
Consultant
Consultants have the ability to provide trusted or expert professional advice, such as advising a business unit on options, methods, and approaches to solving a business problem.

Executor
Executors are able to carry out or accomplish plans and strategies to achieve specific business objectives.

Organizational Structure

CHIEF INFORMATION OFFICER
The chief information officer and deputy chief information officer provide technology leadership, strategy, management, and direction for the City of Colorado Springs.

IT EXECUTIVE COMMITTEE (ITEC)
The ITEC, chaired by the chief information officer, advises on matters related to technology strategy and investments, policy, and standards. The committee consists of representatives from all major departments, the deputy chief information officer, the enterprise architect, and the information security manager.

ENTEPRISE ARCHITECT
The enterprise architect is primarily responsible for the leadership development and oversight of the IT architecture program across the organization. The architect ensures that different technologies, standards, processes, tools, and architecture are interwoven into a stable and

effective technology platform, consistent with customer need, city strategy, industry best practices and trends, and city standards, policies, and procedures.

INFORMATION SECURITY MANAGER
The Chief Information Security Officer (CISO) is the primary resource for leading the design and implementation of the city's information security program based upon city strategy and industry best practices and trends.

Sourcing Providers

While we continually focus on providing high-value, reliable, and effective service delivery, we will increasingly rely on private-sector service providers for select services. Our goal is always to provide our customers with superior service delivery that meets not only today's needs for business operations, but creates a solid foundation, accelerating our ability to leverage new information and technology innovations for business transformation in the future.

We will establish and implement a strategic technology sourcing strategy with the purpose of ensuring that the city achieves the greatest possible level of technology service quality for a given cost. Expected benefits include:

1. More rapid progress in implementing critical technology aspects of the city's business strategy
2. More efficient use of limited resources
3. Greater technology alignment with business strategy
4. Greater return on technology investment

Components of the strategic sourcing strategy include:

1. Staff augmentation – following a 2013 RFP, the city now holds contracts with multiple firms capable of providing on-demand contract resources skilled in more than 30 technology disciplines. This component of the sourcing strategy provides the ability to employ fewer resources by supplying contract staff to meet peak demand, to not employ resources needed on rare or sporadic occasions, and the opportunity to augment our team with additional technical skills and experience as needed.
2. Market evaluation – we will competitively evaluate our business services delivery models using a sourcing model framework, comparing service levels, service quality, and service cost against service providers in the free market.

Our strategic sourcing approach will, in partnership with the sourcing governance committee:

1. Update the service catalog – a clear definition of the business services currently delivered, and to be delivered by the technology organization in the future.
2. Define a sourcing model – a framework for comparing service level, service quality, and service cost against available service delivery options, whether internal or external.

3. Design a service delivery framework – detailed mapping of how and to what level of quality each service will be delivered and by whom, including how the supply and demand of these services will be managed.
4. Identify performance measures – a set of business relevant performance measures necessary to understand and manage service quality.

Control

The strategy includes principles and organizational values designed to guide our decisions and actions toward accomplishment of our strategic objectives.

Guiding Principles

Information Security – we will enforce standards to ensure the confidentiality, integrity, and availability of information, and compliance with laws, and regulations.

PaaS, SaaS, IaaS First – we will seek to design and implement business solutions based upon Platform-as-a-Service, Software-as-a-Service, or Infrastructure-as-a-Service first. Only when doing so is not feasible or cost effective will we pursue alternate business solutions.

Accessibility – we will seek to deliver mobile friendly and operating system agnostic business solutions wherever possible so that our workforce and citizens can engage no matter their device of choice.

Technology Organization Values

Operational Excellence – through our learning, we will continuously improve all areas of performance giving us the visibility, control, tools, and management practices necessary to drive greater operational effectiveness and efficiency.

Customer Intimacy – we will provide extraordinary service, guidance, and expertise with knowledge and care by understanding our customers' needs.

Customer Experience – we will provide a pleasant customer experience at every opportunity, and in everything we deliver.

Integrity – we will be truthful, dependable, and fair in all our actions.

Innovation – we will be solution-oriented with flexibility, creativity, and new ideas.

Accountability – we will accept ownership for our actions and decisions.

MAJOR PROGRAMS AND BUSINESS OUTCOMES | 5

The following map illustrates the alignment of strategy to business outcomes.

VISION
We are fueling citizen driven government.

MISSION
The mission of the Department of Information Technology is to provide information, technology, and communication services to the City of Colorado Springs and its citizens so they can accomplish their objectives.

Corporate Contribution	User Orientation	Operational Excellence	Future Orientation
Enterprise Architecture	Solution Architecture	Process Rigor (IT Service Management)	Training
Strategic Sourcing	Business Relationship Management	Disaster Recovery	Citizen Engagement
Governance	Project Management	Information Security	Analytics
Project Portfolio Management	Citizen Engagement	Service Level Management	Business Process Orchestration