



Portland Public Schools

2015-2016 to 2019-2020

PPS

Two high-level strategic principles govern this evolving work:

- An Information Security Program, supported by recurring audits and industry standards, envelopes all systems and decision processes while taking

Internet bandwidth services, wireless network, and continuity of operations supports.

- Automate integration of data, identity, and access control as key programs and decision points for selection of new platforms and systems. Support a culture of data driven decision making with well maintained and industry-aligned operational data stores and analytical tools. Leverage existing and emerging data and interoperability standards to accelerate and simplify the adoption of technology platforms and tools.
- Transition away from custom-developed applications, both in the approval of new projects and the rapid divestiture of the existing and legacy application portfolio within IT and other business units. Ongoing requests for such projects involving data and business processes will 1) be directed to a supported enterprise platform, 2) a software-as-a-service vendor will be recommended, or 3) a selection and procurement process will be initiated. When custom application development is necessary the solution will optimally be developed in coordination with an open-source community to help ensure availability of support.

The maturity model below defines a roadmap for comparing the outcomes of our priorities and objectives to these guiding principles. As of the initiation of this strategic plan, much of the department lay between the Reactive and Responsive maturity levels. i e oi iã



resources/constraints are well-governed while adding value to the process rather than overhead. Wherever possible, checks and balances in managing risk are tools-based and as lightweight as possible. Staff are cross-trained and invested in project work as well as reducing technical debt and can pivot easily between the two. The whole of the organization identifies, commits to work, and delivers with a predictable cadence.

- **Outcomes:** Resilient support roles developed and cultivated through deep and ongoing integration with distributed professional development programs across a wide variety of technology-enabled collaboration channels maintained, developed, and enhanced within the business unit itself. Ongoing support for appropriate system access, utilization, and professional development with wrap-around and in-buileadi

- **Outcome:** Business Intelligence and data-as-a-service are delivered using industry standard open-source data-management and analysis frameworks. Facilitate rapid deployment of integrations of student, staff, and identity data while supporting a culture of data-driven decision-making within all levels of instruction and with minimal analyst/developer dependency required. Technical experts and development staff instead focus on the quality and availability of data, service ~~integrations~~ forms to empower end users, software-as-a-service integrations, and public data access.

This document defines the high-level principles and strategic priorities for the IT department. It is the intent of the department to manage individual ~~IT~~ ~~strategic~~ ~~priorities~~ ~~for~~ ~~the~~ ~~IT~~ ~~department~~.

Revision History:

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