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Building the Stamford of Tomorrow

Digital Transformation Advisory Services RFP Response

April 2023



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Executive Summary

We know digital transformation

Thank you for allowing us the opportunity to participate and showcase how we can partner together on your digital transformation journey.

01

Our people

Our team extends far beyond the faces that interact with you directly. Having Microsoft as a co-owner means that we have a vast network of experience aligned with us.

In addition to team members supporting our response, our global team is constructed with a mix of expertise, public service subject matter experts, and advisory, design, and technology professionals.

02

Our experience

Like the City of Stamford, we are in the midst of our own our digital transformation (Ambition 2025), which is our five (5) year growth strategy. We understand the magnitude of the journey your city is about to undertake.

Our Dynamic Transformation approach was designed on the notion that digital transformation is a continuous process versus a finite program. Together, we can flex and adapt priorities as the markets, investments, and technology changes around us, to ensure we're focused on the right things, at the right time, for the right reasons.

03

Our expertise

We have the breadth of expertise to deliver the capabilities (Cloud Migration, Data Analytics, Business Services, Citizen Services, and Smart City) and requirements (Scalability, Integration, Security, Customization, and Support) outlined for the future solution.

Our trio of expertise across advisory, design, and technology will help the City of Stamford create an operating model that is transparent and resilient, improves citizen engagement, and is cloud-enabled (SaaS first solutions) in order to optimally serve citizens through the government center and beyond.

Partnering to drive the city that works toward the future

We are truly excited about the opportunity to partner with the City of Stamford on this Digital Transformation Advisory initiative: A **“once in twenty-year”** fundamental organizational change that will impact all areas of activity, which is already being felt by all residents, and in every city department.



'Thriving City to 'Dynamic City'

As you evolve from a 'thriving' city to a 'dynamic' people-centric city, an emphasis needs to be placed on how, together, we partner to drive value that can be realized across the city without the need to go through any 'future' transformations.



Dynamic Transformation

Change is a constant in this new world, and the institutional ability to continually respond is the new mandate.

Dynamic Transformation is the approach that enables you to fluidly exploit the right opportunities, powered by a strong digital core, operating model, and data strategy.



Using Tech Responsibly

Avanade's proprietary Digital Ethics Framework and Responsible AI Team's are at the forefront of delivering ethically-sound solutions that mitigate the risk of bias, breaches, and other harms.

We will partner with you to establish systems that users trust and want to engage with by using our expertise.



A Unique Relationship

With over twenty (20) years of collaboration between Avanade and Microsoft, Avanade is unequaled in our ability to deliver advisory services underpinned by world class technical capabilities.

This allows us to balance and evolve the implementation and adoption of technology across the city, driving maximum ROI across the entire lifecycle of this journey.



Capabilities to Meet Ambitions

This Transformation Foundation Engagement ("Engagement") lays the foundation for what you are trying to achieve across cloud migration, data analytics, citizen services, business services, and your smart city initiatives.

Coupled with our approach to digital ethics and sustainability, we believe we are the right partner to help you achieve your ambitions.

From a 'thriving' city to a 'dynamic' city

Easily adapt and evolve in a world of **continual change**, without the need to go through any future 'transformations.'

Thriving City

Resilient Digital Core

Technology is evolving at an unprecedented pace. Establishing a strong foundation that can grow with the City of Stamford will be critical as a core infrastructure is consolidated, systems are integrated, and new digital capabilities are unlocked.

Dynamic Operating Model

Value will be generated across the city powered by how the city operates. A flexible blueprint that grows with the City of Stamford will be invaluable as transformative technology is identified, new skillsets are required, and innovative solutions are delivered.

Data Centric

Turning systems of record into systems of insights responsibly is crucial. Data is only useful when it's generated into meaningful insights, which can help monitor premier citizen, business, educational, and residential services and experiences within the City of Stamford.

Dynamic City

- ✓ Systems that "speak" to each other
- ✓ Cloud-based Software-as-a-Service (SaaS) solutions
- ✓ Secure environment

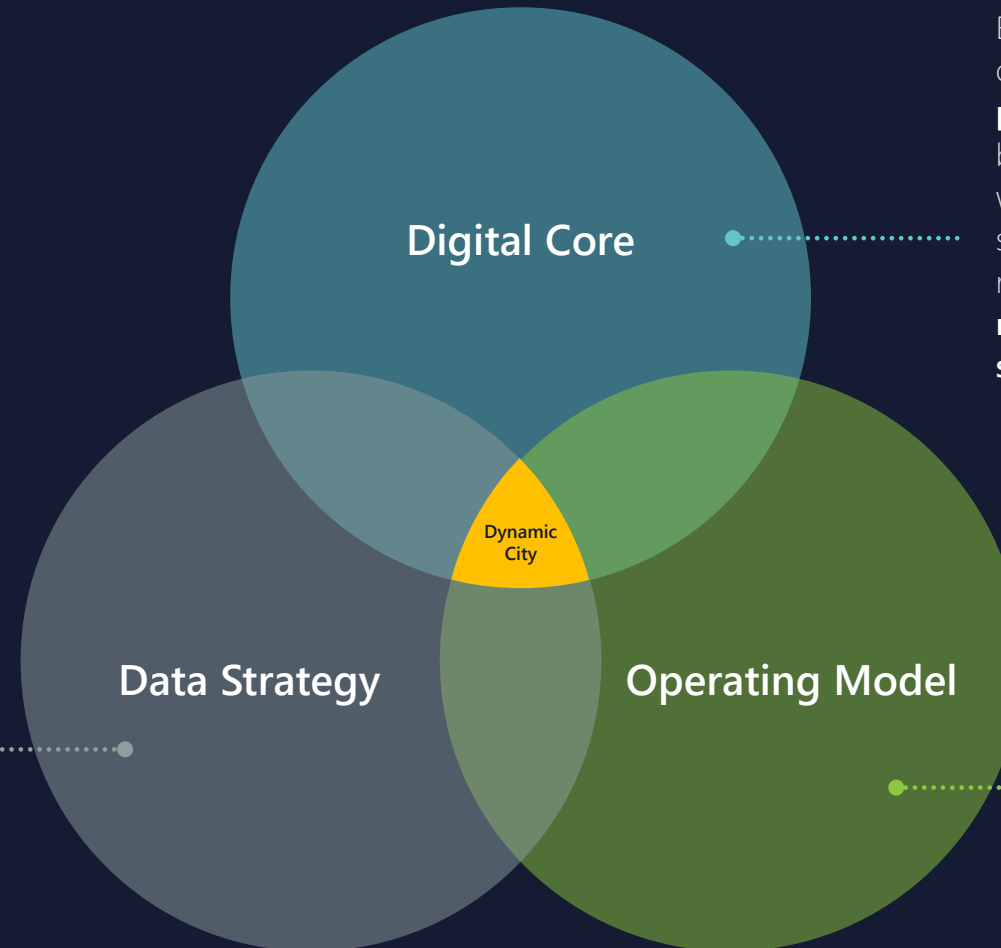
- ✓ Boundaryless workforce
- ✓ Optimized workflows
- ✓ Agile governance

- ✓ Unified dashboards
- ✓ Real-time monitoring
- ✓ Personalized services
- ✓ Responsible AI usage

Dynamic Transformation is the foundation

Shifting efforts toward **action as early as possible** while moving away from traditional discovery phases.

Every interaction in a digital ecosystem leaves a footprint. **Understanding, questioning, and leveraging** this enables you to **make informed, timely and validated decisions**. As part of the Dynamic Transformation process, we aim to help you identify and make sense of the data that matters. **Data that creates actionable insights** that pushes the City of Stamford forwards.

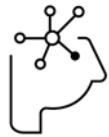


Establishing the right digital core and a composable architecture that **drives plug, play, and pivot capabilities**, leveraging the benefits of a core ecosystem (Microsoft) while still enabling integration to third-party solutions as needed. We achieve this by reflecting the desire of organizations to **manage risk and access specialized niche solutions where needed**.

Creating a dynamic operating model whereby **decisions and behaviors support an iterative way of working** to ensure that day to day activities are focused on the right places, allowing the City of Stamford to **accelerate, decelerate, stop, add, and pivot these activities as the strategy evolves** with the market, technology, and their continual evolution.

Ensure technology is used responsibly

Being a **responsible city** goes hand in hand with dynamic transformation.



Proprietary Responsible AI

Our leading approach to Digital Ethics, aligned with technology, will help you take advantage of digital transformation responsibly.

✓ **Responsible**



Cybersecurity and Privacy

Our mission as a company is to always deliver ethically-sound solutions that mitigate the risk of bias, breaches, and other harms, establishing systems that users trust and want to engage in.

✓ **Secure**



Sustainable Efficient Solutions

Sustainability should be 'built in' to your strategy and operations, not a 'bolt on,' which means through the technology we deliver, we will highlight ways to uncover the sustainability value.

✓ **Sustainable**

A unique relationship for the opportunity that lies ahead

A powerful combination (Avanade and the City of Stamford, powered by Microsoft technologies) to define and **realize the next generation of Smart Cities**; a Dynamic City, a city for the future, that helps Stamford to stand above the rest in the eyes of its citizens, business partners, students, and visitors amongst others.



An advisory partner that can provide **STRATEGIC GUIDANCE.**

A thriving metropolis embarking on **DIGITAL TRANSFORMATION.**

A world class **TECHNOLOGY PLATFORM**

 #1 Microsoft Partner for Microsoft Services

Microsoft Partner
Microsoft

- 2022 Alliance SI Partner of the Year Winner for the 17th time
- 2022 Manufacturing & Supply Chain Award
- 2020 Global AI and Machine Learning Partner of the Year
- 2019 Internet of Things Partner of the Year

“The City that Works”

#1 Software Services Provider Worldwide

Value: Innovation Partner to help craft end to end transformation story.

Value: World-Class Digital City powered by the #1 provider of Microsoft Services and underpinned by leading software capabilities.

Value: Blueprint for what most American cities can achieve through digital transformation.

Unlocking capabilities to match ambitions

With global experience in delivering digital transformation, we understand how to drive the right level of **scalability, integration, security, customization, support, business adoption** and most importantly, **value**, based on what you are trying to achieve.



CLOUD MIGRATION

Drive business agility, unlock app and data value and embed a culture of continuous innovation by adopting the cloud.



DATA ANALYTICS

Turn 'systems of record' into 'systems of insights' in order to monitor city infrastructure and provide transparent reporting.



CITIZEN SERVICES

Digitize resident services to create a safe, accessible and inclusive community.



BUSINESS SERVICES

Unlock innovation by streamlining processes that promote strategic partnerships and investment.



SMART CITY

Become a leading 'responsible city' by creating innovative, ethical and sustainable driven solutions.

Value-Driven City-Wide Transformation

- ✓ Scalable
- ✓ Integrated
- ✓ Secure
- ✓ Customizable
- ✓ Supported
- ✓ Adopted



Approach

Dynamic Transformations follow a flexible approach to match your ambitions

A bold plan built on a **six (6) week transformation foundation** that helps **define a multi-year strategic partnership**.



- **Prep** for the journey ahead
- **Understand** appetite and ambition
- **Plan** by assessing the current state
- **Act** by defining action plan to innovate

Transformation Center of Excellence (CoE)*

Program Governance	Enterprise Architecture (IT)	Citizen Experience	Emerging Technologies	Special Funding Opportunities	Workplace Experience
Solution Assistance (RFP's)	Security	Data Analytics	Responsible Sustainability	Communications	Change Management

* This is indicative and not an exhaustive list of areas of expertise

Dynamic transformation is an **end-to-end approach** where we build a foundation, prioritize initiatives, and quickly stand up a flexible Transformation CoE.



Establishing the Transformation Foundation

Dynamic transformation begins with **understanding** challenges, **planning** for action, and **acting** towards the future.

	Week 0 Planning	Weeks 1-2	Weeks 3-5	Week 6
ACTIVITIES	<p>Prep</p> <ul style="list-style-type: none"> Schedule client kickoff Identify stakeholders to be interviewed Plan/schedule interviews and workshops Review due diligence requested documents Request high level operating costs for City agencies 	<p>Understand</p> <ul style="list-style-type: none"> Kick-off meeting Conduct stakeholder interviews to understand: <ul style="list-style-type: none"> Operations current state Governance framework Technology landscape Data review Culture across functions Business drivers & strategic partnerships Lessons learned Prep for North Star Vision workshop(s) Analyze interview findings and stakeholder themes 	<p>Plan</p> <ul style="list-style-type: none"> Conduct stakeholder workshop(s) <ul style="list-style-type: none"> Define the ambition, appetite & impact Agree high-level experience principles Determine strategic priorities Co-create North Star vision Agree on stakeholder/board buy-in Shape & agree priorities Validate blockers and ambition Align on Objectives and Key Results (OKRs) Align themes to Operating costs to initiate Business value case 	<p>Act</p> <ul style="list-style-type: none"> Create backlog Create dashboard Strengthen value case Finalize strategic transformation charter Prepare final readout for Engagement Phase Multi-Strategic Partnership model
OUTPUTS	<ul style="list-style-type: none"> Proposed interview/workshop schedule & agenda Pre-workshop questionnaire Kick off document 	<ul style="list-style-type: none"> Workshop(s) findings Interview summary (End of Week 2) Current city-wide agency technology landscape map Status report 	<ul style="list-style-type: none"> City North Star Vision including OKRs Pain Point listing & analysis by identified themes Transformation charter 3 yr. Advisory goals structure 	<ul style="list-style-type: none"> Transformation backlog and agreed priorities Value case Finalized Vision, Transformation Charter and OKRs Governance model and RAPID framework Final readout

Why we are suggesting this approach



Transformation
Foundation (6 Weeks)

1

UNDERSTAND

Identifying **the why** (Better understanding of the challenges being faced and validate assumptions to address the city needs), **the how** (Collaborative stakeholder interviews and interactive workshops), and **the value** (Stakeholder alignment on vision and prioritized plan).

2

PLAN

Asking and **answering difficult questions** (e.g., Are we prepared to potentially restructure a government agency to achieve our future vision?), will result in a clearer why, how, and overall expected value achieved from the Digital Transformation Engagement

3

ACT

Creating a **backlog of initiatives** that will be reviewed and updated continually. The world and technology is continuously changing and evolving, so it is important to prioritize initiatives and then rebalance periodically through the Transformation Center of Excellence responsible for governing the implementation of backlog of items against OKRs identified during the Engagement.



Transformation Center
of Excellence (3 Years)

**We must first
Understand
where we are
to clearly see
where we
can go**

Understanding the need(s) helps maintain focus

As the **Chief of Staff**, how can the City of Stamford use digital tools to maximize benefits of citizens services while minimizing challenges?

As the **Head of Public Safety**, how can digital tools improve emergency planning and response time?

As the **Head of Board of Education**, how can digital tools personalize learning systems for students?

As the **Head of Citizen Services**, how can digital tools improve accessibility to citizen services while also increasing transparency and enhancing community engagement?

As the **Head of Health Services**, how can digital tools provide the best medical care while reducing costs?

As the **Head of Operations**, how can the City of Stamford use digital tools to improve efficiency using automation to streamline processes and manual efforts?

As the **Head of Administration**, how can digital tools improve financial management in order to enhance transparency, fraud detection, and budget allocation?

As **Corporate Council**, how can digital tools enhance the legal review process for research and contract management?

As the **Head of Economic Development**, how can digital tools help attract investment, job creation, improve competitiveness, drive innovation, and boost productivity?

As the **Mayor of the City**, how can digital tools empower government agencies to deliver citizen services?

As the **Chief Digital Officer**, How can digital tools address an aging infrastructure to limit resistance to change?

About Avanade

Avanade is the global market leader in **building innovative Microsoft solutions**

As a joint venture, formed in 2000 by Accenture and Microsoft, Avanade brings the best in Microsoft capabilities. With unique industry insights, unrivaled expertise and breadth of services, our 60,000 people **do what matters** for our clients and their customers every day.



60,000

Skilled and diverse professionals – **29%** of whom are women



60,000+

Microsoft certifications, more than any other partner



10,000

Projects with **4,000+** global clients since inception



18

Gold Partner Competencies

Highest level of Microsoft partnership across all 18 competencies



82

Locations across **26** countries



17x

Winner of Microsoft Global SI Partner of the Year

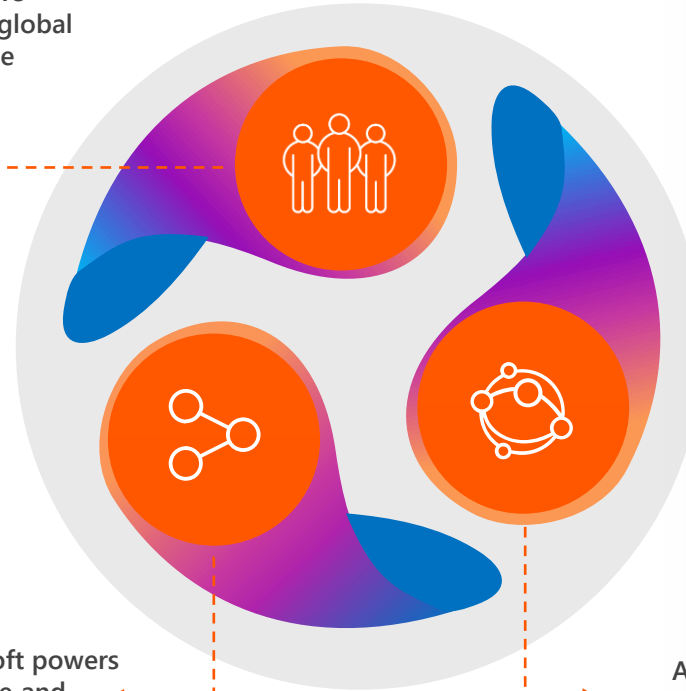
We **power** the Accenture Microsoft Business Group

A unique 360° relationship developed over decades to help clients achieve more with innovation

 20+ Years of partnership	 32,775 Projects delivered
 5K+ Clients served	 65K+ Microsoft-skilled resources
 20+ Industries served	 17x Microsoft Global SI Partner of the Year

Avanade, Accenture, and Microsoft Combined

Together, we power the global marketplace




As the #1 Microsoft strategic partner

we unlock the value of cloud and drive transformative business outcomes at speed and scale for our clients

Avanade + Accenture + Microsoft: Why us

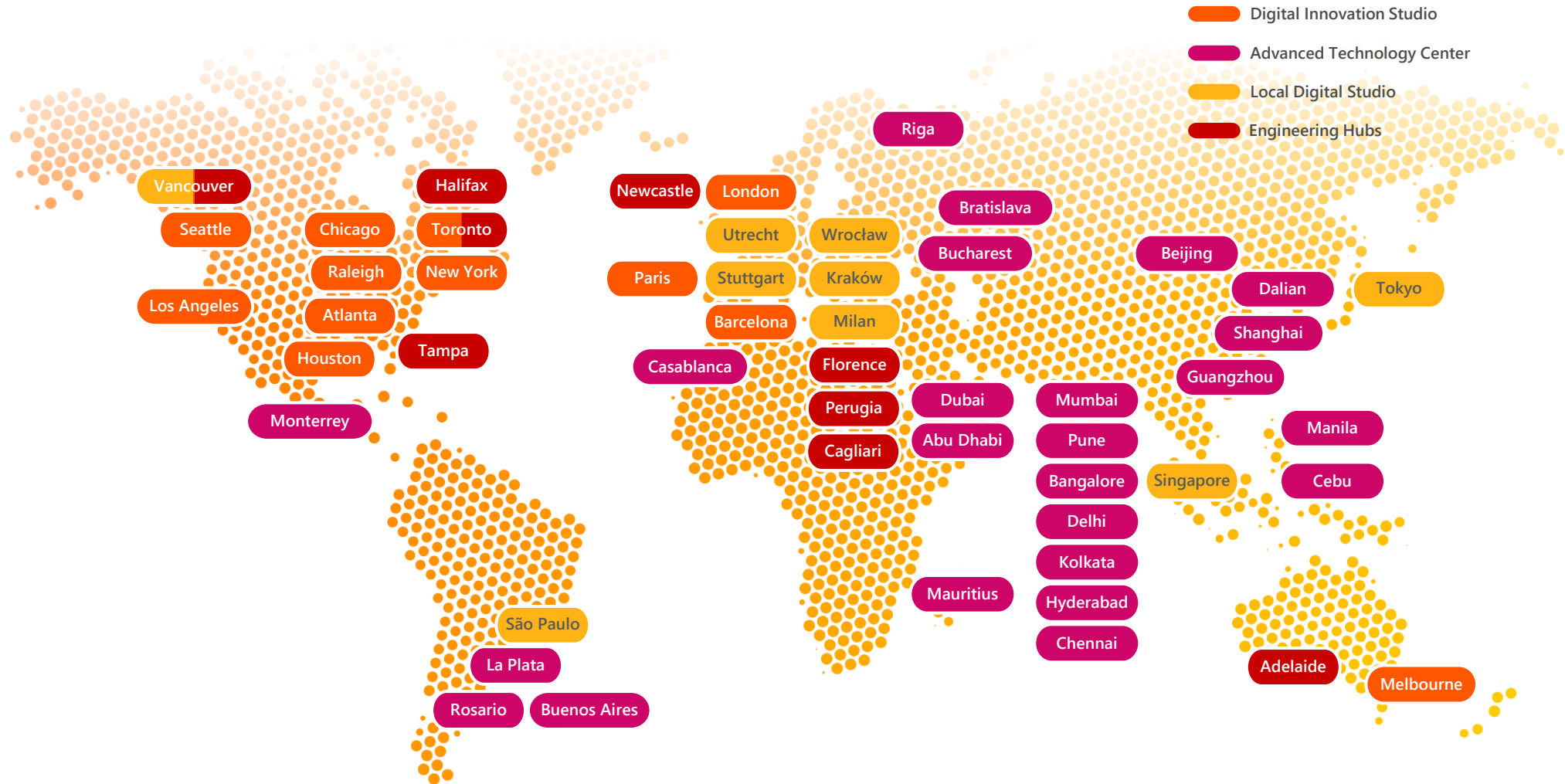
- 01** We are “doubling down” on our success as unique partnership in the marketplace, bringing together more than 65,000+ professionals from Avanade and Accenture
- 02** Commitment from the top: our CEOs meet on a regular basis to align on most pressing client priorities
- 03** We jointly develop cutting-edge go-to-market offerings that are born in the cloud
- 04** Clients have direct access to Accenture’s industry and solution teams as well as Microsoft engineering

 **avanade**
Deepest Microsoft skills and innovation

 **accenture**
Unrivaled business and industry insights

 **Microsoft**
Trusted, complete enterprise platform

We think global, act local and scale to meet our clients' needs



We work with our clients to answer the big questions so they can embrace continual change



How can I ensure my core IT platforms

always have the resilience to adapt at speed and support innovation?



How can I exceed employee expectations

so I can hire and retain the right people while increasing productivity?



How do I continually build resilience

against cyber threats and protect the trust of employees and those we do business with?



How can I ensure my customer and operational systems

have the digital maturity to adapt to change?



How can I capture the next wave of emerging technology

to develop new products and services?

Partnering with you

Built on the expertise of two unique partners

The **leading Microsoft partner** and **leading software services provider** worldwide working with Stamford.



At Avanade, our purpose is to make a **genuine human impact** for our people, our clients and our communities.

How do we achieve this?
We do what matters.



At Microsoft, our mission is to **empower every person and every organization** on the planet to achieve more.

How do we achieve this?
We empower others.



Unique collaboration of advisory and technology expertise



Ability to balance and evolve the implementation and adoption of technology across the city.



Drive maximum ROI realization within the entire lifecycle of this journey.

Doing what matters for the City of Stamford

PRIORITY

Advancing economic prosperity

Investing in Stamford's infrastructure and quality of life

Making Government work better and more responsive to residents and businesses

INVESTMENT

- Partnership with the Innovation Corridor
 - Internship recruiting program with UConn
 - Microsoft Certification training
 - Help establish Stamford as an innovation hub through our partnership with 5G Open Innovation Labs and other partners
- Annual review of emerging technologies (Generative AI, 365 Copilot, ChatGPT)
- Access to ecosystem partners to help drive innovative services
- Access to thought leadership events
- Two design thinking workshops in partnership with the Citizen Services Hub
- One workshop with City officials on Diversity, Equity, +Inclusion

For the unique opportunity that lies ahead

A powerful partnership (Avanade, Microsoft and, the City of Stamford) to define and **realize the next generation of Smart Cities**; a Dynamic City, a city for the future, that helps Stamford to stand above the rest in the eyes of its' citizens, business partners, students, and visitors amongst others.

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*"The City
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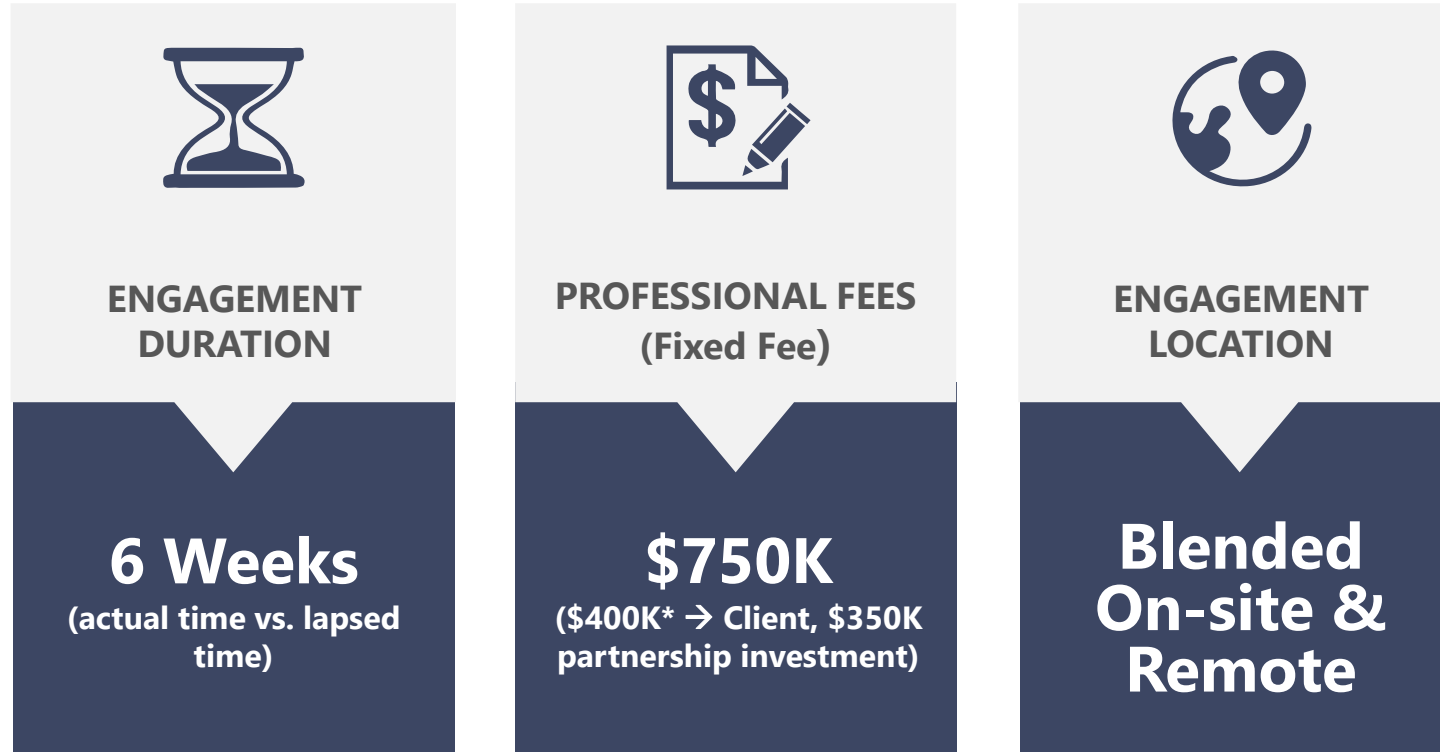
A technical partner that
provides deep
technical knowledge.



*#1 Software Services
Provider Worldwide*

Pricing

Proposed pricing model



*Please note that the above Fixed Fee estimate is strictly NON-BINDING as it is not based on a detailed analysis of your specific needs and requirements. To protect our clients and enable us to stand behind our estimates, Avanade takes significant care in generating more formal proposals and pricing estimates which our clients can use to contract work.

***Costs plus fees for travel/expenses nor taxes are included in this estimation.



Thank you!