

Recommendation for CITY OF MINNEAPOLIS INFORMATION SERVICES GOVERNANCE

Purpose

Information Services (IS) provides a vital infrastructure that allows the City of Minneapolis to meet its commitments to the people of Minneapolis. In order to meet these commitments in an efficient and effective manner, the City has created the following governance structure for Information Services decision making to ensure that IS delivers value.

IS governance is the process for decision making around IS investments, client relationships, and other important IS operational areas. IS governance provides advice, oversight and definition of priorities for Information Technology. It helps ensure that the City is making informed decisions that advance its goals. An IS governance structure provides a venue for ongoing dialogue, collaboration, and agile, coordinated decision-making among all departments.

Guiding Principles

- Business management and IS management are jointly responsible for both the benefits and the risks of technology.
- Business strategies should identify the role of information services.
- Projects and services are customer driven and focus on best value.
- Responsibility and accountability shall be defined and supported.
- Communication is the foundation for all successful IS activity.

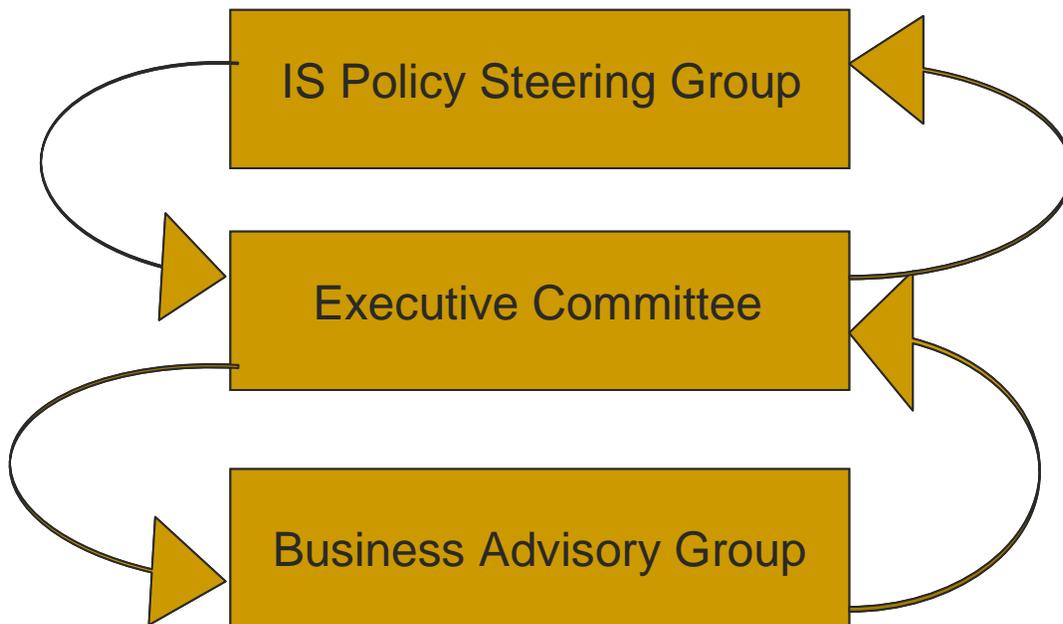
Scope

Governance for IS consists of an Information Services (IS) Policy Steering Group, an Executive Committee, and a Business Advisory Group. These three groups collaborate to:

1. Advise senior business and IS management in developing operating and strategic plans that take full advantage of existing and emerging technology.
2. Review technology investment proposals.
3. Monitor major IS-related projects and technology architecture decisions.
4. Monitor the return on IS investment throughout the organization and ensure that it effectively makes a contribution toward the City's business and strategic objectives.
5. Make decisions related to major initiatives, policies, and standards.

In general, the Business Advisory Group is the starting point for most IS matters that require decision making and/or input by stakeholders of services provided by BIS. Selected items will be forwarded with recommendations by the Business Advisory Group to the Executive Committee. The Executive Committee will work with the Business Advisory Group's input and recommendations as well as review the progress and performance of major projects. The Executive Committee will advise the IS Policy Steering Group on major initiatives, policies, and projects, and will seek advice from the Steering Group on high level policy direction for IS.

IS Governance



IS Policy Steering Group

The role of the IS Policy Steering Group is to advise and provide input on high level IS policies and to review and advance IS issues facing the organization.

The IS Policy Steering Group membership is comprised of four City Council Members supported by the CIO and the City Coordinator. The Steering Group will meet on a quarterly basis, or on an as needed basis recommended by the CIO and the City Coordinator. The ISPS Group membership includes the City Council President or Vice President; Chair, Ways & Means/Budget Committee; and two Council members appointed by the Council President.

Functions:

- Provide IS strategic focus.
- Develop and promote the City's IS corporate vision.
- Advise the Executive Committee.
- Recommend funding priorities for enterprise IS projects.
- Review and recommend IS policies.
- Review and recommend the City's IS Strategic Plan.

Executive Committee

The purpose of the Executive Committee is to review and prioritize major IS projects and ensure that IS services effectively support the City's goals and departmental business plans. This Committee advises the IS Policy Steering Group and directs and receives recommendations from the Business Advisory Group.

Members of the Executive Committee are department heads appointed by the City Coordinator. Committee members will be called upon to represent the interests of the enterprise. It is imperative that issues are reviewed from this perspective and not be limited to department special interests.

The meetings will be chaired by the City Coordinator and facilitated by the BIS Director of Information Services and Customer Relations. The Executive Committee meets monthly. If subcommittees are used extensively and the environment is relatively stable, quarterly meetings may be more appropriate.

Functions:

- Create and maintain a process for project selection, funding, and prioritization.
- Receive policy advice from the IS Policy Steering Group.
- Provide direction to the Business Advisory Group.
- Advise the CIO and IS Policy Steering Group.
- Ensure alignment between business units and IS.
- Conduct periodic reviews of the IS strategic plan and ensure that it is updated and current.
- Hold departments and BIS jointly accountable for the return on investment in IS through project post-implementation audits.
- Review and approve (or reject) projects meeting predefined criteria.
- Regularly publish the results of its work to line-of-business managers so that the process is transparent and credible.
- Annually review and reassess the adequacy of this charter and recommend any proposed changes to the CIO and IS Policy Steering Group for approval.
- Establish subcommittees as necessary.

Business Advisory Group

The Business Advisory Group provides a stakeholder forum for reviewing, evaluating, and recommending strategies, plans, and policies to support and advance City services. This group will also provide the necessary background material for informed deliberation within the Executive Committee and the IS Policy Steering Group.

Members are approved by the Executive Committee. The Business Advisory Group selects a department representative as its chair and meets once a month.

Functions:

- Identify opportunities where information services can assist in achieving business plan goals and evaluate the readiness of the City to leverage such technologies.
- Recommend resource commitments to information technology projects.
- Advise BIS in developing strategies to ensure that applications are meeting customer needs.
- Create and maintain a standard format for all IS business cases and ensure its consistent use for all projects over a standard threshold (e.g., \$100,000) or time frame (e.g., more than six months).
- Review and submit recommendations on proposed projects, policies and issues to the Executive Committee.
- Establish subcommittees as necessary.
- Review and recommend City IS policies, procedures, and standards.