City of Minneapolis

Business Information Services (BIS)

Business Plan

5/18/2004

Table of Contents

Executive Summary 3
Introduction 5
I. Department Overview 6
A. Department Mission Statement 6
B. Identification of Primary Business Lines 7
C. Department Alignment with Citywide Strategic Plan 8
D. Key Trends and Challenges Impacting the Department 12
E. Department Organizational Chart 24
II. Business Line Overview 28
A. Primary Business Line Definition and Description 28
B. Service Activities 29
C. Identification of Markets, Customers and their Expectations 34
D. Relationship to other Departments' and Agencies' Businesses 36
E. Key Performance Measures 38
III. Business Line Strategies 40
A. Key Initiatives 40
B. Assessment of other Models of Providing Service 51
IV. Department Resources 52
A. Finance Plan 52
B. Workforce Plan 58
C. Technology Plan 65
D. Equipment and Space Plan 67

V. Appendix 65

Executive Summary

Business Information Services (BIS), formerly known as Information & Technology Services (ITS), together with Finance and HR, is a component of the enterprise management services arm of the City Coordinator's office. BIS does not exist for its own sake. The department acts on behalf of and services its customers. The principal charter of BIS is to:

1. Provide and maintain a stable, secure and responsive Information Technology (IT) infrastructure as a basis for the efficient operation of City department and enterprise wide business applications.
2. Support and maintain the City's large portfolio of business applications and the City's Web environment.
3. Provide Information Services to City departments and the enterprise that include:
    - Leveraging enterprise technology investments.
    - Strategic technology and business planning, defining the IT architecture, and controlling the environment.
    - Identification of business requirements for new initiatives.
    - Management and delivery of solutions, which include business process re-engineering.

In 2003, BIS has embarked upon a paradigm shift by changing the focus from technology for its own sake to becoming a value added information service provider that assists City departments in leveraging technology to improve City business processes. To support this change in focus, this business plan outlines a significant change for BIS, including a change in the mission, goals, organization, service activities, and metrics.

In the future, BIS will transition to support two main lines of business; development and support. Within these lines of business, five organizational functions have been defined: Planning & Quality Assurance, Business Development, Customer Relations and Decision Support Services, Infrastructure & Applications Management, and Administration. Within each organizational function, specific service activities have been defined along with a key metric for each service activity to measure the progress and provide accountability. A detailed workforce plan has been drafted to identify the actions necessary to prepare the department for the future.

As BIS is a support organization for the City, it is critical to align priorities and direction with the City goals and department objectives. BIS has identified strategic opportunities to support each City goal while also reviewing each departmental plan and identifying IT related objectives. Each departmental objective that has an IT component resulted in a BIS initiative. Each BIS initiative has a key metric identified to provide accountability. BIS initiatives will be prioritized through the RTSF and CLIC process by reviewing their impact on the overall City goals.

Key strengths and weaknesses have been identified for BIS in addition to key challenges. The direction to outsource the infrastructure provides the City with a scaleable, predictable environment while allowing the City to focus on the business needs rather than being a reactionary function supporting the day-to-day needs.

Funding for BIS is the most serious challenge facing the organization. To be able to reach the established goals and objectives, funding is a necessity. BIS has business initiatives that fall between the operating budget and the capital budget that can not be funded with bonds. To address these funding issues BIS will partner with City departments by re-establishing the IT planning process formerly known as Real Time Strategic Forum, or RTSF. Due to a mismatch of revenue and appropriations created several years ago, BIS must contend with an internal services fund deficit. A long-term workout plan has been developed with Finance to address this issue. BIS needs a sustainable financing model that will provide service levels demanded by the Enterprise and insure a reliable source of funding for business initiatives.

Key industry trends have been identified, including government trends with an IT impact, technology trends, and industry benchmarks. Specific technologies that will be implemented at the City were identified in the Technology Plan. E-government is a key opportunity for the City that builds services around citizen's choices, makes the City and its services more accessible, facilitates social inclusion, provides information responsibly, and uses City resources effectively and efficiently. Implementing a CitiSTAT/311 technology solution that is a comprehensive approach to the management of non-emergency services is another key trend and opportunity for the City. Other models of providing BIS services were identified. A BIS budget and equipment and space plan were also identified.

With the plan outlined in this document, BIS can successfully transition to its new mission of providing effective and reliable information services to support the efficient management of the City government, provide easy access to City products and services, and measure City business units' performance. BIS can accomplish this by moving City services to the web, becoming focused on the citizen, leveraging technology across the enterprise, being a true business partner with City departments, and delivering focused high quality services that meet the business needs. The BIS Business Plan is aligned with the City's five year financial outlook.

Introduction

This Business Plan was developed by the City of Minneapolis Business Information Services (BIS) leadership team. The plan was developed utilizing the City of Minneapolis Business Planning Handbook and is aligned with the City's five year financial outlook. The plan was completed in the first quarter of 2004.

This plan is a five-year plan that aligns Business Information Services with the City's strategic goals. The business plan addresses:

- What the department does
- What it is trying to achieve
- Who are its customers
- How it will utilize its resources to achieve its goals
- How it will know when it has been successful

The business plan will move us toward a results-oriented organization and City. The business planning process provides us with the opportunity to change the way we plan for the future and ensure that our efforts are aligned in the same direction as other departments in the City. The planning process provides a tool for assessing the current and future environment and ensures the organization's energies are focused towards achieving strategic goals.

This document is organized in the following sections:

I. **Department Overview:** Identifies what the department does, primary business lines, aligns with the citywide plan, identifies key trends and challenges, and identifies the department organizational chart.

II. **Business Line Overview:** Defines the primary business lines, service activities, identification of markets, customers, and expectations. It defines the relationship to other departments' and agencies' businesses and identifies key performance measures.

III. **Business Line Strategies:** Identifies key initiatives executed on behalf of City departments, key BIS internal initiatives and an assessment of other models of providing service.

IV. **Department Resources:** Outlines what resources we have, where do they come from and how they align with available and projected funding sources. This section identifies how we organize and use resources to achieve the business objectives.

I. Department Overview

A. Department Mission Statement

The mission of Business Information Services is to:

Provide effective and reliable information services to support the efficient management of City government, provide easy access to City products and services, and measurement of City business units' performance.

The goals of Business Information Services are to:

- Implement e-government by using Internet technology to make the City and its services more accessible, facilitate social inclusion, provide information responsibly, and improve the efficiency and effectiveness of City departments
- Provide systems and services around the needs of the citizens and BIS customers
- Leverage technology by using City standards and best practices to improve efficiencies and reduce total cost of ownership
- Partner with City departments through business planning to provide value and be a true business change agent
- Deliver focused, high quality services that meet the customer business needs
- Build partnerships with enterprise service organizations, such as Finance and HR, to approach City management services in harmony

B. Identification of Primary Business Lines

During the year 2003, Business Information Services has embarked on a significant change away from a focus on technology for its own sake to becoming a value added information services provider for the City's elected officials, departments and citizens.

This fundamental shift was largely enabled through the outsourcing of the City's entire technology infrastructure and associated support functions. The installation, maintenance and support of information technology is no longer considered the primary business function of the City's IS department. Our focus is how to leverage technology to meet the City's business needs.

To emphasize this change in focus, the department was renamed from Information & Technology Services (ITS) to Business Information Services (BIS) and **restructured to support two lines of business:**

- **Business Development Services**
  Business Development Services is focused on the strategic element of BIS, which includes strategic technology and business planning, defining the architecture, and controlling the environment. Business requirements are identified for new initiatives and solutions are managed and delivered, which include business process re-engineering. Leveraging enterprise technology investments is a key focus.

- **Business Support Services**
  Business Support Services primary focus is to "keep the lights burning". This line of business is focused on the support and maintenance of the City's business applications and infrastructure environments. This includes managing the outsourcing partnership, the support, maintenance and administration of applications, the City's Web environment and telecommunications infrastructure. Service level agreements are developed and managed with City departments and BIS.

C. Department Alignment with Citywide Strategic Plan

As BIS is a support organization for the City, it is critical that BIS align its priorities and direction with City Goals and Departmental Objectives. This section includes the following:

- **BIS Correlation to City Goals:** Each goal identified by the City planning effort with corresponding ways that BIS can assist the City reach the goals. These are typically general strategic goals.
- **Rating of BIS Support:** Rating of the line of business and the level it supports each business goal.

BIS Correlation to City Goals

Following are the City Goals that have been identified as well as ways in which Business Information Services either directly or indirectly can contribute to the goal:

1. **Build communities where all people feel safe and trust the City's public safety professionals and systems.**
    - Provide the City with a robust public safety system that will assist Police, Fire, and Law in effective and efficient emergency services, law enforcement and prosecution.
    - Easy query of information provides trends and assistance in the tracking and capturing of criminals to improve public safety and confidence.
    - Provide information to the Fire department regarding the property so they are better prepared when they arrive at the scene and may reduce lives lost.
    - Support the new CitiSTAT/311 Common Contact Center with tools and information.
    - Partner with the City's public safety departments to meet their needs with the tools and services that will improve efficiencies and provide necessary information.
    - Community education on crime prevention can be provided on the Internet.

2. **Maintain the physical infrastructure to ensure a healthy, vital and safe City.**
    - Provide strong Internet capability for constituents to report issues that result in immediate City action.
    - Provide work order systems to efficiently maintain commercial corridors.
    - Provide Citizen Relationship Management (CRM) systems to improve citizen contact, dialogue, and information.

- Partner with the City's Public Works departments to meet their needs with the tools and services that will improve efficiencies and provide necessary information.

3. **Deliver consistently high quality City services at a good value to our taxpayers.**
    - Partner with Finance to provide flexible financial, forecasting, and analysis tools for City departments so they have the necessary information to manage their departments in support of fiscal responsibility.
    - Support the implementation of a culture of continuous improvement throughout City departments by providing tools and systems that reduce departmental costs.
    - Leverage the City's investment in technology through improved utilization and standardization of current assets, tools, and systems.
    - Support the management philosophy of MINSTAT through the use of technology.
    - Support and implement information systems and tools to support the five year business process.

4. **Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.**
    - Build an institutional network of high-speed Internet service to all areas of the City to encourage businesses to invest in the City.
    - Partner with City Planning and Economic Development (CPED) to utilize technology to support housing and economic development.
    - Provide and support the technological infrastructure to enable businesses to establish economic development and enable bridges to close the digital divide and provide access to everyone.

5. **Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.**
    - Provide the City with GIS, property, and assessment systems which will assist in the analysis of housing and development of housing strategies.
    - Partner with City Planning and Economic Development (CPED) to utilize technology to support housing and economic development.

6. **Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.**
    - Partner with Regulatory Services, CPED, and Public Works to re-engineer business processes and implement

systems that enhance the natural and physical environment.

7. **Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.**
    - Partner with the community to implement systems such as NEIS to improve the quality of life and neighborhood livability.
    - Implement the MN Neighborhood Information System (MNIS) initiative to maintain affordable housing and reduce problem properties.
    - Provide and support the technological infrastructure to close the digital divide and provide access to everyone.

8. **Strengthen City government management and enhance community engagement.**
    - Utilize the Internet to improve communication about the City, its goals, events, and services. Use the Intranet to improve communication within the City.
    - Partner with City departments to implement business process re-engineering and design processes that are efficient and effective from the citizen and private enterprise viewpoint.
    - Provide robust Internet applications to involve the community in discussions and input regarding City issues.
    - Promote the use of the Internet to provide improved community communication about events and services.
    - Provide easy access and improved delivery of services through the CitiSTAT/311 Common Contact Center.
    - Implement CitiSTAT performance management to improve the quality and delivery of service and provide open and easy access to the City government and officials.
    - Partner with City management to implement integrated management information systems and leverage the investments made within departmental silos thereby maximizing the City's return on technology investments.
    - Align IT investments with strategic priorities and business imperatives established by the Council and City department heads.
    - Ensure the maximum return on technology investments by assisting City departments in being directly accountable for their technology investments.

Rating of BIS Support

Following are each BIS lines of business and the level they support each City goal.

2=Strong alignment/direct contribution
1=Some alignment/indirect contribution
0=No alignment/no influence

BIS Line of Business	1. People feel safe	2. Physical infrastructure	3. Good value	4. Maximize economic development	5. Quality housing types	6. Clean, sustainable	7. Partnerships	8. Community engagement
Business Development Services	2	2	2	2	2	2	2	2
Business Support Services	2	2	2	2	2	2	2	2

Throughout the City, technology has become a critical component to the business. It would be difficult to operate many departments without utilizing technology. For example, think of operating a 911 or 311 contact center without the use of technology. Therefore, all the BIS lines of business provide a direct contribution to each of the City business goals.

D. Key Trends and Challenges Impacting the Department

During 2003, BIS has started the implementation of a significant change. Rather than a focus on technology, BIS is implementing changes to become a true partner with the business, leveraging technology to meet the City's business needs. The department changed their name from Information & Technology Services (ITS) to Business Information Services (BIS) to emphasize this change in focus. As a result of this major change, many of the strengths and weaknesses are reflective of the morphing process to a new vision. What was once a strength may actually be a weaknesses as the group strives to change their focus. Since this transition is in its early stages, these strengths and weaknesses will change significantly as the new vision is implemented.

Following are the key **strengths** of BIS:

- A stable and secure infrastructure has been provided and provides daily support to City departments. The direction to outsource the infrastructure and technology provides a scaleable, predictable environment while allowing the City to focus on the business needs rather than a reactionary function supporting the day-to-day needs.

- BIS is willing to take risks, implement change, and try new things. The organization is very adaptable, used to change, and flexible. The group has a "can do" attitude and is willing to take on challenges.

- BIS has an enterprise centric business model. BIS takes an enterprise business outcome approach to get more out of technology investments across City departments. There is a desire on the part of BIS to be true business partners with City departments and partnerships are beginning to form. BIS has a vision for the future, brings units together to streamline processes and breaks down territorial boundaries.

- Issues are typically resolved at the root cause level rather than solving the symptoms.

Following are the key **weaknesses**, or areas of improvement for BIS. A weakness is defined as any lack of skills or deficiency in BIS capabilities and resources that may stop you from acting on strategies and plans or accomplishing your goals.

- The skill sets in the department are not totally aligned with its new mission.
- The department does not adequately educate or communicate with its customers.
- The department has not engaged policymakers and department heads in strategic planning and decision making.
- The department lacks a comprehensive technology roadmap, fully documented standards, and consistent processes.
- The department is ineffective at setting and managing customer expectations. It over promises and under delivers.

Following are **key challenges**, or threats impacting BIS:

- **Funding:** Funding for on going BIS operations and future information technology investments is the most serious challenge facing BIS. BIS needs a sustainable financing model that will provide service levels demanded by the Enterprise and insure a reliable source of funding for business outcome driven technology investments that reduce cost and improve the delivery of City services. BIS is barely able to maintain the City's current IT environment, which is in desperate need for upgrades and/or replacement of aging applications. There is an urgent need to expand the City's service delivery capability through e-government initiatives, which due to the lack of resources and funding can not be accommodated. BIS is under serious pressure from City departments to deliver adequate information services.

- **Grants:** A key challenge is the continual research to find appropriate grant funding to support departmental initiatives. Grants must be identified and applications completed to solicit supplemental funding sources. Working with departments, BIS can help evaluate the long-term impact of accepting grant funds from technical, administrative, and financial support perspectives.

- **Decentralization:** Our inability to deliver causes damage to our credibility with departments who are in many cases reverting to a decentralized IT environment and taking IT matters in to their own hands.

- **Increased customer demands:** In spite of budget reductions and spending pressures, there are increased demands for technology. The demand is exceeding the supply for leveraging technology investments.

- **Territorial behavior:** The territorial behavior and culture within the City impedes BIS' ability to implement e-government initiatives and enterprise-wide solutions.

- **Authority:** There is no single person to make things happen, there is no final authority (City Manager or strong Mayor). This can be a challenge to implement enterprise wide initiatives.

- **Perception and history:** In some areas of the City, BIS is perceived as a utility rather than providing strategic value. There is a lack of commitment throughout the City that BIS is a strategic asset.

- **Business continuance plan:** The City of Minneapolis has an urgent need to create an Enterprise Business Continuation plan. An Enterprise Business Continuance Plan is more than a BIS Disaster Recovery Plan; it includes departmental plans that

ensure the ability to conduct business and deliver critical services in the aftermath of a natural or perpetrated catastrophe. Business continuation is an extension of the Emergency Preparedness Plan. The commitment of City Policy Makers and Department Heads is required before an Enterprise Business Continuation Plan can be effective.

- **Seniority based system:** A seniority based personnel system rather than a merit based system constrains management decisions during budget cuts and impacts performance management.

Following are **key industry trends,** or opportunities, impacting BIS:

- **Outsourcing:** A key trend in the industry is for internal IT organizations to re-evaluate their true mission and begin emphasizing a focus away from technology for its own sake to providing value added services that help departments leverage technology to better achieve their respective business needs. BIS has followed this trend and signed a contract for a seven-year outsourcing, or managed services engagement with Unisys. This engagement allows BIS to get out of the business of installing, maintaining and refreshing the City's IT infrastructure and associated support functions and focus on providing value added information services to its customers.

- **E-Government:** A major industry trend is to provide public sector service delivery through the Internet. E-government is the total integration of people, processes, and technology to conduct the business of government. It is leveraging the Internet to simplify the interaction with government, or the electronic delivery of public services via the Internet. It streamlines the government by providing efficient and effective services and information to citizens, businesses, and other government agencies. Work flows are redesigned for efficiency across the departments, from the viewpoint of the citizen or business. E-government uses Internet technologies to improve all the business processes and activities within the government as well as processes that reach out to all the stakeholders of the government agency. It allows the government to re-invent how relationships and business transactions are conducted. It enables the government to deliver services 24 hours a day, 7 days a week. Citizens and businesses can accomplish all their government transactions "on-line" rather than "in line". E-government encompasses transaction and information from:
    - G2C: government to citizen or constituent
    - G2B: government to business
    - G2E: government to employee
    - G2G: government to government

  The principles of e-government are to:
    - Build services around citizens' choices
    - Make government and its services more accessible
    - Facilitate social inclusion
    - Provide information responsibly
    - Use government resources effectively and efficiently

- **CitiSTAT/311 Common Contact Center/CRM System:** Cities across the nation recognize the need to develop consistency, inter-department coordination and accountability when responding to citizens' requests for services. Furthermore, with tightening budgets and increased awareness of gaps in emergency preparedness, many cities are relieving 911 services

of police non-emergency work to enable their focus to be on true emergencies only.

To date, nineteen cities have responded with a CitiStat/311 solution that is a comprehensive approach to the management of non-emergency services. In addition to streamlined services and improved citizen interaction, many cities have found that the process decreased the cost of service delivery.

The City of Minneapolis intends to adopt this same successful model through a multi-phased development approach. Work will begin this year through BIS, Public Works and Police Non-emergency efforts that focus on the implementation of a Constituent Relationship Management (CRM) tool to achieve the following results:

- Streamline services and track public demands for service
- Increase department efficiency and accountability (MINSTAT)
- Improve workload tracking, evaluation and reporting
- Provide senior management with consistent, complete, and accurate data for planning, decision making and prioritization of City efforts.

Eventually, the CRM tool will be available to the enterprise and act as a central repository giving elected officials, department heads and employees a reliable system to monitor a service request through its lifecycle and across departments. The system will also provide integration with key legacy systems (e.g., GIS, KIVA, FISCOL, HRIS) and allow the City to 'close the loop' with citizens through the measurement of customer needs and satisfaction levels. Once citywide adoption is completed, the City will be prepared to launch a 311 system that will focus on providing citizens one point of contact for all non-emergency services.

- **Integrated Criminal Justice Systems (Homeland Security):** A key industry trend is the desire on the part of Department of Homeland Security to foster and increase inter-jurisdictional communication and coordination. This requires data sharing among agencies, as well as the integration of data, voice, and telephony communication systems. For example, the radio and telephony systems must be integrated so that the Fire Department can communicate effectively with the Police Department. Crimnet is another example of a system providing interdepartmental coordination to find and prosecute criminals.

Technology Trends

BIS, in partnership with City departments and agencies, must work together in the process of procuring, utilizing and maintaining technology investments. Before procurement occurs, BIS is responsible for monitoring and evaluating technology trends. In turn, BIS can make recommendations that fit essential business needs and the City will get the most benefit from it's investment. Below are several technology trends (presented in alphabetical order) that are under review along with corresponding business initiatives.

Technology Trend	Business Initiatives
Audio & Video Streaming	Tools utilize advanced multimedia technology to deliver and play back audio and/or video content to you *while* it is being downloaded. In turn, interested citizens could view open-door meetings from the convenience of their own personal computer.
Biometrics	Biometrics refers to techniques that rely on measurable physical characteristics that can be automatically verified to improve security. Examples include computer analysis of fingerprints or speech. Personal computers of the future might include a *fingerprint scanner* where you could place your index finger. The computer would analyze your fingerprint to determine who you are and, based on your identity, authorize you different levels of access.
Business Intelligence, Knowledge Management, Data Warehouse, Data Mining	The City can use this technology to get the right information to the right individual so that they can make better decisions. Knowledge management is the next level of decision support tools using intelligent information management based on expanded use of metadata libraries, or descriptions of information.
E-Government	E-government is redesigning City business processes using web technology to make services more accessible, facilitate social inclusion, provide information, and use government resources more effectively and efficiently.
Enterprise Application Integration (EAI)	EAI consolidates and integrates information and applications across an enterprise. Using EAI techniques, the City will be able to integrate systems and databases to improve workflow and data sharing at a database level, application level, data warehouse, or common virtual system so that disparate systems appear as a unified application.
Global Positioning System (GPS)	GPS allow areas like Public Works to track the position of trucks through Automated Vehicle

	Locating (AVL), to guide staff through routes, and to build detailed maps of assets, roads, etc.
Grid Computing	Grid computing is applying the resources of many computers in a network to a single problem at the same time. For the City, grid computing could provide lower cost, unlimited computer resources on demand to support application functionality. Computing resources can be combined virtually to provide maximum flexibility when needed.
Smart Cards	Smart cards are a small electronic device about the size of a credit card that can store critical information. For the City, smart cards can improve access to internal and external information and services. For example, smart cards could store a citizen's utility billing records, store digital cash for mass transit, or generate network IDs to provide secure access to City computer users.
Video over Internet Protocol	Video over IP uses the Internet to transmit video images. An example of this application is the wireless cameras that Target Corporation is interfacing to the Precinct.
Voice over Internet Protocol (VoIP)	The City can reduce telephone costs to departments that provide non-emergency services through the use of hardware and software that enables people to use the Internet as the transmission medium for telephone calls.
Voice Recognition	Voice recognition provides an alternative to using a personal computer with a mouse or keyboard by taking dictation. This could improve access to City services and information. For example, such systems are useful in instances when the user is unable to use a keyboard to enter data because his or her hands are occupied or disabled. Instead of typing commands, the user can simply speak into a headset.
Web Deployment Technologies (.NET, J2EE, Java, XML)	Depending on the use, organizations should choose a strategic framework for Web Services deployment, that of J2EE (using Java) or Microsoft's .NET. Extensible Markup Language (XML) structures information so that data can be easily extracted and used by other applications. An XML document describes a Web Service and includes information detailing exactly how that Web Service can be run.
Web Portals	A web portal is a window or gateway to specific services, applications, and information based on the needs of the internal department or external citizen. The City can use this to personalize citizen interactions with the City or

	to departmentalize the interface with City wide applications. A portal gives a unified common interface to the enterprise business applications and decision tools, both externally and internally.
Web Services	Web Services is a means of connecting and leveraging disparate data, systems and software using “universal glue” (called XML interfaces) via the Internet. Web Services will allow the City to bridge communication gaps, leverage and integrate software applications written in different programming languages, developed by different vendors, or running on different systems. Software can be integrated and leveraged across City departmental boundaries.
Wireless Communications	Wireless technology and mobile commerce has tremendous opportunities to provide the right information at the right time and place at the City, from phones to handheld devices, pagers, and cameras. An example is wireless fidelity (WiFi) implemented in mobile command units.

Industry Benchmarking

It is often helpful to benchmark against industry statistics. The following industry information is from *Computer Economics 2003 Report on Information Systems Spending*. The report analyzes the information systems (IS) spending and budgets of over 500 U.S. private and public organizations and presents the information by industry and size of organization in addition to composite. The industry sectors shown here are for:

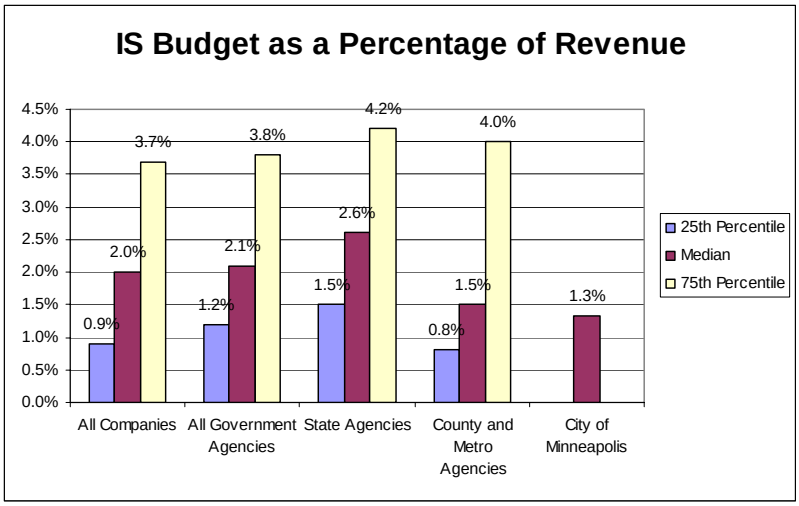
- County and Metro Government Agencies
- State Government Agencies
- All Government Agencies

Statistics are shown for the year 2003, and include the following figures:

- The lower quartile (25th percentile) presents the lowest 25% of spending by all of the organizations, where 25% spent less than that amount.
- The median (50th percentile) is the level at which half of the organizations spent less and half spent more.
- The upper quartile (75th percentile) presents the highest 25% of spending of the organizations, where 25% spent more than that amount.

IS Operating Budget as a % of Revenue

One of the most important metrics in determining the health of an IS budget is the relationship to corporate revenues. In 2003, the City of Minneapolis spent 1.32% of City revenue on IS (using BIS budget of $16.9M and City revenue of $1,283M). As shown in the following chart, the City of Minneapolis spent considerably less than the median for all companies, all government agencies, state agencies, as well as county and metro agencies. In 2001, the City of Minneapolis IS spending as a percent of total revenue was 1.30%, so it has remained relatively constant.



Following are some other key industry metrics from the government sector of the Computer Economics 2003 report that are pertinent to the City of Minneapolis:

- The budget situation for most government agencies is among the worst they have experienced in the last 20 years. Because of a sagging economy, sales tax and capital gains tax revenues hit bottom. Overall, those tax sources fell by 6% during 2002, which is the first time this has happened since the 1950's. IS departments at all government agencies at the state, county, and metro levels will find 2003 to be a trying year relative to funding. In comparison to last year, state government IS department budgets decreased at 41% of the sites, while the budget increased at 18%, and there was no change at 41% of the agencies. The median change in government sector budgets was -3%. At the 25th percentile, however, budgets dropped a huge -22.5%. For those fortunate agencies at the 75th percentile level that saw their budgets grow, the increase was a mere 0.1%.

- One solution that many IT managers in the government sector are turning to include transferring additional work to private contractors. Outsourcing may not save any money in the long run, but it does have the attraction of immediately cutting payroll costs. And many voters believe that the private sector is more efficient than government employees. 27% of government agencies had a decrease in IS staff, while 14% had an increase, and 59% had no change.

- Even with budget shortfalls, IT managers must address the need for additional security for sensitive information and greater privacy protection. Costs for new security measures will have to be made up from other parts of the budget. The potential for a major security breach is too big a risk to ignore in the current world situation. Protecting information cost an average of 1.1% of the IS budget in government agencies for security hardware and 1.7% for security software. 31% of government agencies will be using external security service providers, and 38% are considering it.

- Another area that most governmental IT managers will be dealing with is geographic information systems. The GIS has become ubiquitous in governmental agencies, at least partly because of legislated requirements to maintain data that is spatially arranged. The burdens of GIS processing are significantly heavier than traditional data processing relative to processing requirements and personnel salaries.

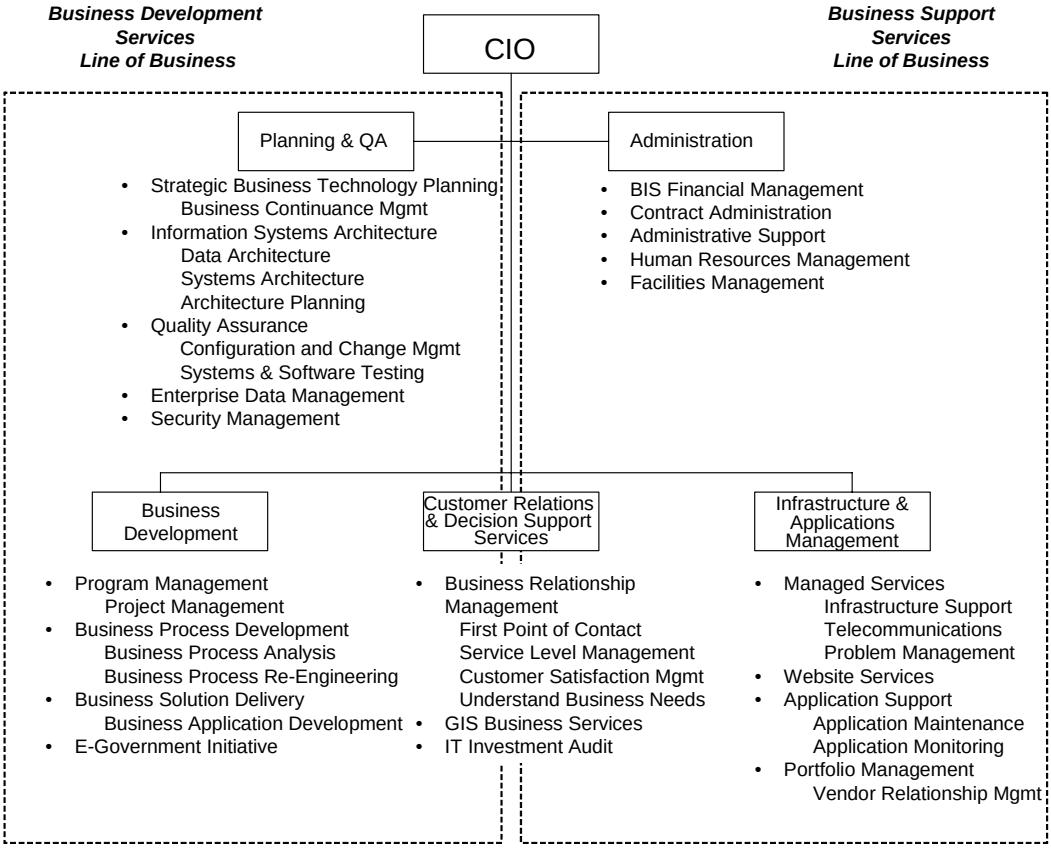
- Voice over IP offers the potential for cutting communications costs for state government agencies, but few are involved with the technology as yet. Although more than half of state agencies are in the research stage (59%), only 6% have it implemented and 12% are piloting or implementing.

- The following table shows the percentage of county and metro government agencies researching, piloting, implementing, using, or not using various information technologies:

	No activity	Researching	Piloting	Implementing	In Place	City of Mpls
E-commerce software	13%	17%	25%	13%	**32%**	Implementing
Mainframe consolidation	**62%**	8%		19%	12%	N/A
Server consolidation	15%	19%	8%	**46%**	12%	Implementing
Telecommuting	20%	8%	8%	12%	**52%**	No Activity
ERP software	**40%**	8%		16%	36%	In place
CRM software	**63%**	25%		4%	8%	Piloting
Supply chain	**88%**	8%	4%			No activity
Security initiatives		15%	4%	39%	**42%**	Implementing
Voice over IP	**40%**	36%	12%	8%	4%	Researching
Storage area network	15%	27%	15%	8%	**35%**	In place

E. Department Organizational Chart

As mentioned earlier, BIS is in the process of migrating to a new model to leverage technology to meet the City's business needs. Following is the BIS organization that we will evolve to in the future which is aligned with the two lines of business and the new focus that has been identified:



The following description outlines each area of the organization in more detail:

<u>CIO</u>

The CIO is the senior executive responsible for all aspects of BIS and information technology at the City. The CIO's mission is to provide technology vision and leadership for developing and implementing IT initiatives that meet the current and future needs of the City. The CIO has knowledge of technology and the business and aligns the technology deployment strategy with the business strategy of the City departments. The CIO has a leadership role in ensuring efficient and effective information systems and technologies are in place to enable and support the

City business strategies. The CIO is the primary interface to the City leadership. The CIO has responsibility for the tactical and operational functioning of BIS, but the direct responsibility is delegated to a direct report.

Planning and QA

The Planning and Quality Assurance function participates in City department's strategic business planning to assist with the identification of ways the City can utilize technology. The key role of this function is to develop strategic technology plans, directions, and priorities that are aligned with the business priorities and direction. This function establishes the overall IS infrastructure and data architecture, configuration standards, processes, and procedures. The function is also responsible for working with the business to design a City business continuance plan. This function provides the quality assurance and change management functions as applications and technology move from development to support. This function is also responsible for systems and software testing. It is also responsible for security management, regulatory compliance and planning inter-jurisdictional technology initiatives.

Administration

The key role of Administration is ensuring that the "business" of BIS runs smoothly and effectively. One of the key roles of Administration is to prepare and present budgets, and monitor variances against the approved operating and capital plans for BIS. Another key role of Administration is to administer and manage the contracts for the purchase of hardware, software, maintenance, and staff augmentation. Also manages all BIS administrative and facility needs. Administration is the primary interface between BIS, Finance and Human Resources.

Business Development

The Business Development group partners with City departments to deliver solutions and technology that meet the business needs. This includes program and project management, business process development, including business process analysis and re-engineering. They are responsible for delivering the most efficient and effective solution to the business by leveraging technology. This group is responsible for delivering all new applications, including e-government initiatives and projects which utilize the web. The group investigates and deploys new infrastructure tools and technology to meet business needs.

Customer Relations & Decision Support Services

Customer Relations is the first point of contact for any individual requesting assistance from BIS. Customer Relations will work with the appropriate areas within BIS to best meet the needs of the customer. Customer Relations will work with City departments

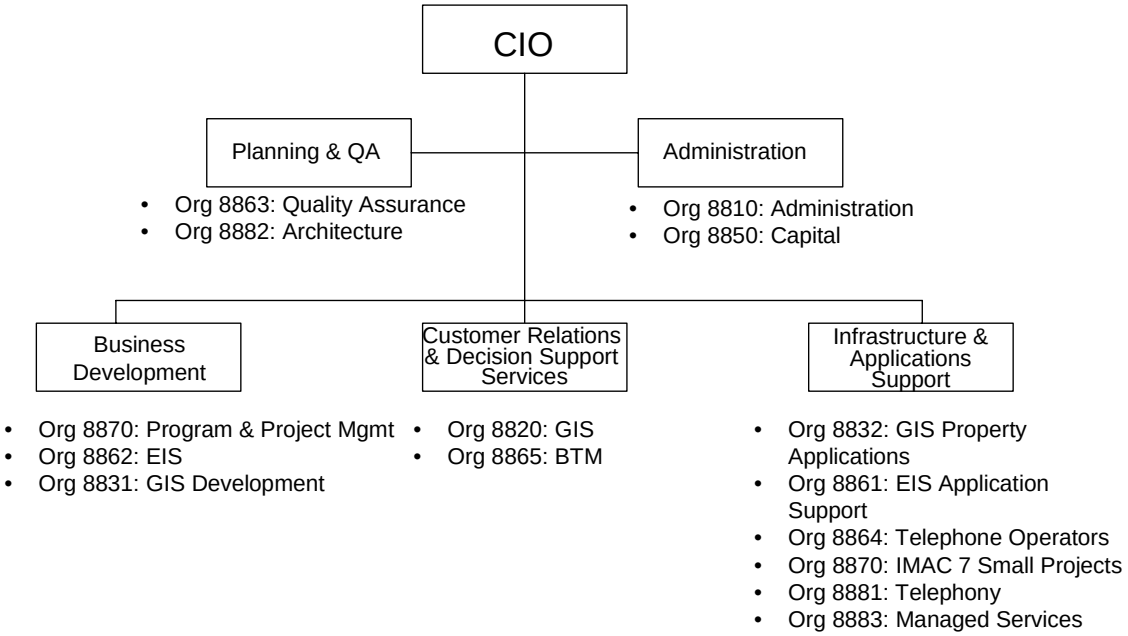
and BIS to establish and monitor service level agreements. They will understand the business departments, processes, and manage the relationship with BIS. Customer Relations & Decision Support Services will assist the customers with decision support services and obtaining key information for the business, including GIS information services. The group will audit the use of BIS tools to ensure they are used efficiently within City departments and properly manage the portfolio of applications and assets.

Infrastructure & Applications Management

The focus of Infrastructure and Applications Management is to keep all the existing technology operational. This includes the support and maintenance of the infrastructure by managing the services partnership. This group provides maintenance to existing business applications and monitors the performance of applications. In addition, this group establishes web content guidelines and provides web administration. Also provides support to the telecommunications infrastructure for the City. The group manages the on-going relationships and contracts with BIS vendors while managing the portfolio of applications.

FISCOL Accounts

The new organization is a transition from the current BIS organization structure. The following chart shows the new organization chart with the existing FISCOL account numbers that will migrate into each new organizational function.



Organizational Evolution

Following are the steps that BIS must take to evolve from the current organization structure to the new structure outlined above:

- Analyze budget and perform gap analysis of funding with desired organization
- Align skills & functions to new organization, complete gap analysis
- Complete outsourcing
- Reinstate RTSF process
- Establish organization development plan and timeline
- Establish communication strategy and plan for organization changes and organizational development
- Develop training plan
- Develop staffing plan
- Form the Planning and QA function
- Form the Business Development function
- Form the Customer Relations & Decision Support Services function
- Form the Infrastructure and Applications Management function

The Workforce Plan (section IV B of this document) will provide additional details of the gap analysis and specific actions which will be taken to move the current organization to the new model.

II. Business Line Overview

For each of the lines of business identified earlier, each is described in additional detail.

A. Primary Business Line Definition and Description

Each Line of Business supports the following functions:

1. Business Development Services

- Strategic Business Technology Planning
  - Business Continuance Management
- Information Systems Architecture
  - Data Architecture
  - Systems Architecture
  - Architecture Planning
- Quality Assurance
  - Configuration and Change Mgmt
  - Systems & Software Testing
- Enterprise Data Management
- Security Management
- Program Management
  - Project Management
- Business Process Development
  - Business Process Analysis
  - Business Process Re-Engineering
- Business Solution Delivery
  - Business Application Development
- E-Government Initiative

2. Business Support Services

- BIS Financial Management
- Contract Administration
- Administrative Support
- Human Resources Management
- Facilities Management
- Managed Services
  - Infrastructure Support
  - Telecommunications
  - Problem Management
- Website Services
- Application Support
  - Application Maintenance
  - Application Monitoring
- Portfolio Management
  - Vendor Relationship Management
- Business Relationship Management
  - First Point of Contact
  - Service Level Management
  - Customer Satisfaction Mgmt
  - Understand Business Needs
- GIS Business Services
- IT Investment Audit

B. Service Activities

Following are the service activities that comprise each of BIS's primary business lines. A service activity is a defined, focused set of human and financial resources with a clearly defined deliverable for a customer. Each service activity has a key measure for accountability (summarized in Section E).

1. Business Development Services Line of Business

Planning & QA

- **Strategic Business Technology Planning:** Participates with City departments in the development of departmental strategic business plans. Identifies opportunities for the department to utilize technology in achieving departmental business objectives. Communicates departmental business objectives to BIS. Ensures the environment and services can be restored and business continued in the event of a system failure, component failure, or a major catastrophe. Includes both the activities that business users and BIS individuals must perform to bring the environment back to functioning status.
  Key Measure: % of departments BIS participated in planning

- **Information Systems Architecture:** Determines the technical architecture roadmap that results from the technology and business planning. Aligns key initiatives in context of technology trends and City direction. Develops technology imperatives in each architecture domain: application, data, systems, and network. Assists with the prioritization of BIS projects and efforts through the RTSF and SISP BIS planning process.
  Key Measure: Completion of annual Technology Roadmap, CLIC process, and RTSF process.

- **Quality Assurance:** Establishes quality standards and reviews solutions for adherence to quality standards. Identifies information that must be maintained to manage the environment, establishes the system to maintain the information. Coordinates and plans the installation tasks of any changes or additions to hardware and software with the managed services provider. Plans and manages the connectivity and relationship between all components, including hardware, software, applications, and network to guarantee reliability and service level agreements are met. Also ensures proper evaluation, planning, controlling, coordination, management, execution, and monitoring of any changes made to the production environment and application software while minimizing potential risks and disruption of service. Establishes procedures to manage the production turnover from the development organization to the support

organization. Develops test plans, details test cases, performs the test, conducts usability testing, analyzes and documents the test results. Includes unit testing, usability testing, system testing, integration testing, and stress or performance testing.

Key Measure: % of changes without production incident

- **Enterprise Data Management:** Establishes and maintains the enterprise corporate data model to best leverage technology across City departments.

  Key Measure: Up-to-date enterprise metadata model

- **Security Management:** Designs the security procedures and policies for the protection, confidentiality, and integrity of BIS assets. Designs network and system components to provide a secure environment, including firewalls, virus protection, etc. Provides security impact assessments to ensure a secure operating environment.

  Key Measure: % availability

Business Development

- **Program Management:** Manages the delivery of multiple projects to meet City requirements. Provides business process development, project management and facilitated implementation of new IT solutions that are fully supported by institutionalized enterprise business practices. Manages the delivery and execution of a project through various phases of systems development lifecycle. Implements business outcome driven IT solutions on-schedule, within budget that exceed customer expectations.

  Key Measure: % of projects delivered on time and on budget, exceeding customer expectations

- **Business Process Development:** Understands, develops, documents, and obtains agreement on the business need for technology solutions. Identifies, defines, and documents the specific solution requirements and deliverables. Redesigns business processes for efficiency and effectiveness.

  Key Measure: % of City business processes analyzed, redesigned, and implemented

- **Business Solution Delivery:** Acquires and integrates solutions to meet the business requirements and improve citizen access to City services. Combines appropriate technology, existing BIS applications/infrastructure and commercial products into cost effective enterprise BIS solutions. Develops and integrates solutions to meet the unique business requirements and improve citizen access to City services. Assures that the customer is satisfied with the solution. Includes user training, final acceptance testing, development of user procedures and documentation.

Key Measure: % of projects delivered on time and on budget, exceeding customer expectations

- **E-Government Initiative:** Responsible for utilizing the Internet and web technology to meet the needs of citizens, making City services more accessible, facilitating social inclusion, providing information, and using City resources effectively and efficiently.
  Key Measure: # of City services available on the web

****

2. Business Support Services Line of Business

Administration

- **BIS Financial Management:** Plans, identifies, monitors and controls BIS costs. Includes the capital and expense budget, manages financial lease/rental arrangements, all spending, vendor payments, and hardware and software maintenance. Communicates to users the cost of BIS services. Communicates costs to the BIS organization and instills a culture of cost management.
  Key Measure: $ variance over BIS budget

- **Contract Administration:** Manages the contracts with vendors and service providers.
  Key Measure: $ variance over BIS budget

- **Administrative Support:** Provides administrative support services to BIS.
  Key Measure: BIS satisfaction with administrative support

- **Human Resources Management:** Plans, establishes, and reviews the organizational structure. Identifies jobs, roles and responsibilities, and job descriptions. Documents, evaluates, and communicates employee performance against established goals and objectives. Creates and maintains a positive work environment that promotes teamwork, change, and growth. Communicates to the BIS organization so they understand the objectives and direction of the business and BIS.
  Key Measure: % annual performance appraisals completed

- **Facilities Management:** Manages the facilities required to provide the environment for BIS equipment and personnel.
  Key Measure: BIS satisfaction with facilities

Infrastructure & Applications Management

- **Managed Services:** Provides support for the technical infrastructure. Manages the relationship with the infrastructure managed service provider. This includes monitoring agreed upon service levels to ensure compliance with contract terms. Detects, reports, documents, analyzes, diagnoses, corrects,

and monitors problems impacting BIS services. Communicates problems with the managed service provider as necessary. Provides voice, data, and physical cabling infrastructure operations.

Key Measure: % service level agreements met

- **Website Services:** Provides web design and standards, applications that manage content, and site usage analysis. Provides the administration of e-government service and products.

  Key Measure: % service level agreements met

- **Application Support:** Modifies the applications to meet evolving business requirements. Monitors the performance of applications and makes adjustments as necessary to improve performance.

  Key Measure: % service level agreements met

- **Portfolio Management:** Manages a portfolio, or group, of business applications to ensure it meets the needs of users. Manages the review, selection, and on-going relationship with vendors through the entire life cycle. Includes hardware, software, and service providers. Includes vendor selection, acquisition, negotiating and maintaining contracts, tracking orders, processing payments, monitoring quality and service level.

  Key Measure: % service level agreements met

Customer Relations & Decision Support Services

- **Business Relationship Management:** Partners with City departments to understand their needs and manage the relationship with BIS. Any customer requiring assistance from BIS comes to the Customer Relations area as the first point of contact. This service activity manages the first contact to identify customer needs and determine the appropriate action. Plans for a specific level of service with City departments and then manages and monitors to ensure the satisfactory delivery of the services. Negotiates, establishes, approves, documents, reports, reviews, and monitors service level agreements. Manages the business relationship and expectations with customers. Obtains regular feedback of customer satisfaction. Communicates on a regular basis (e.g. newsletters, status reports, intranet pages) with customers so they understand the activities of BIS and status of projects. Understands the business. Proactively identifies how IS can utilize technology to assist the business. Identifies business needs and potential IS development projects or support requests.

  Key Measure: Customer satisfaction with BIS

- **GIS Business Services:** Operates a GIS service bureau that provides basic maps and document production services as well as more detailed analysis and programming to meet customer needs. It also includes providing training and coaching to departments to support their ongoing GIS needs.
  Key Measure: Customer satisfaction with GIS services

- **IT Investment Audit:** Analyzes the use and application of deployed technology investments and assist the business in implementing changes. Improves the overall return of investment on technology.
  Key Measure: # audits completed

C. Identification of Markets, Customers and their Expectations

Markets

BIS provides enterprise wide information services within the city. The markets for BIS within the city are defined in to five categories: Public Safety, Public Works, Central Administration & Governance, Property and Independent Agencies & Other Jurisdictions.

Customers

Within each market segment BIS services the following customers:

- **Public Safety:** Within Public Safety BIS' customers are the Police Department, the Fire Department and the City Attorneys Office.

- **Public Works:** PW Management & Administrative Services, PW Engineering Services, Traffic & Parking Services, Construction & Maintenance Services, Solid Waste Services, Water Services and Property & Equipment Services.

- **Central Administration & Governance:** City Coordinator, Finance, Human Resources, City Clerk, Civil Rights, the Mayor's Office and the City Council.

- **Property:** Operations & Regulatory Services (Convention Center, Inspections, Licensing), Community Planning & Economic Development and City Assessor.

- **Independent Agencies & Other Jurisdictions:** Schools, Libraries, Park Board, Hennepin County and State of Minnesota.

Expectations

Today and in the future there is the ever-increasing need for business needs driven application of information technology. Before we adopt a new line of business or program change, we have to assess the business processes involved, map them and see where there are duplications with other processes. Doing that will allow the City to be in a position to appropriately leverage major technology investments across the enterprise.

With the increasing pressure to deliver the same or better service levels within reduced budgets, City departments need to explore options that result in reduced operating costs and increased efficiencies. Departments expect BIS to partner with them in the exploration of options that will leverage the use of information technology through:

- Analysis and implementation of the most appropriate and efficient alignment of current business processes and practices with technology.

- Providing IS capability to allow department management online and real-time access to information needed to run their business more efficiently.
- BIS to acquire department business know-how and be more proactive in the analysis and definition of department IT needs and solutions.
- BIS to reach across the enterprise to enable and implement the most efficient transition of city services to the Internet (e-government)
- BIS to assure a stable and reliable IT infrastructure and associated support functions allowing 24 x 7 application availability where associated support functions are funded.

D. Relationship to other Departments' and Agencies' Businesses

Business Information Services is the primary provider of the services associated with its two lines of business. The BIS business lines are required for providing information services for virtually all city departments.

BIS brings an enterprise perspective to these business lines. A close relationship with other departments and agencies is essential to BIS effectively delivering services to the enterprise and to other businesses within the city.

To effectively deliver technology services, the roles and responsibilities of BIS and the customer departments must be precisely aligned. These roles have often been undefined, which has led to duplication of effort and unfilled responsibilities.

In the relationship with other departments, BIS has several key roles and responsibilities. It is responsible for providing the enterprise with a technology roadmap and standards, making technology decisions that conform to standards, centrally managing software and the relationships with software vendors, and leveraging departmental benefits for the benefit of the enterprise.

Departments are accountable for their business processes and business imperatives. They are responsible for ensuring the return on investment on their business applications. The departments also have responsibilities to the enterprise such as data stewardship.

City departments vary widely in the resources available to work effectively with BIS and fulfill these roles and responsibilities. Some are actively involved in redesigning their business processes and have extensive knowledge of their business applications. Other departments, however, lack these skills.

BIS is responsible for leading technology planning by coordinating processes such as the Real Time Strategic Forum. Department heads must be actively engaged in setting priorities for technology investments for both the enterprise and their departments. BIS and departments heads share the responsibility for improving the effectiveness of the Technology Steering Committee.

In addition to its relationship with city departments, BIS requires cooperative relationships with other agencies such as Hennepin County, the State of Minnesota, and various board and commissions of the city.

These relationships enable data sharing among jurisdictions and promote more cost-effective public services by reducing duplication.

A Technology Steering Committee (TSC), made up of all department heads, was established to provide governance related to enterprise IS needs, establish funding priorities for IS related investments and provide strategic guidance to BIS.

E. Key Performance Measures

According to the National Performance Review, performance measurement is a process of assessing progress toward achieving predetermined goals. This includes information on:

- The efficiency with which resources are transformed into goods and services (outputs)
- The quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied)
- Outcomes (the results of a program activity compared to its intended purpose,)
- The effectiveness of government operations in terms of their specific contributions to program objectives.

Each service activity for BIS has a corresponding performance measure as does each initiative. Following are a summary of the key performance measures for BIS by lines of business.

1. Business Development Services

Outcome measures:

- Based on approved project plans, implement the following projects within schedules and budgets:
  - Minneapolis One Stop
  - City Attorney Case Management System
  - MCDA Transition to CPED
  - CitySTAT/311 Common Contact Center/CRM System
  - Public Safety Computer Aided Dispatch (CAD)
  - Special Assessments/Special Fees
  - Management Information Needs/ GAP Analysis
  - Target Safe Zone
  - Infrastructure Capacity Upgrades
  - Stellent Application Upgrade
  - Enterprise Records Classification Thesaurus EDM System
  - Enterprise Metadata EDM System
  - Storm Water Utility
  - Public Safety Timekeeping
  - Windows XP Rollout
  - RTSF Process
  - Enterprise Voice/Data Upgrade
  - Consolidate and Standardize Software
  - Skills Assessment and Training
  - BIS Reorganization
  - Service Level Agreements
  - Partner with City Departments
  - Alliance with Finance & HR

Effectiveness measures:

- % of changes without production incident
- % availability
- # of audits completed

Efficiency measures:

- % of projects delivered on time and on budget, exceeding customer expectations

Workload or demand measures:

- # City services available on the web
- % of City business processes analyzed, redesigned and implemented

Output measures:

- % of departments BIS participated in planning
- Completion of annual Technology Roadmap, CLIC process, and RTSF process
- Up-to-date enterprise metadata model

2. Business Support Services

Outcome measures:

- Customer satisfaction with BIS
- Customer satisfaction with GIS services
- BIS satisfaction with administrative support
- BIS satisfaction with facilities

Effectiveness measures:

- % service level agreements met

Efficiency measures:

- $ variance over BIS budget

Workload or demand measures:

Output measures:

- % annual performance appraisals completed

III. Business Line Strategies

A. Key Initiatives

Introduction

BIS is a citywide service organization whose primary mission is to:

1. Install, maintain and support an efficient, responsive and secure IT environment capable of providing enterprise and department specific information and telecommunications services that meet the City's management information and business needs.
2. On behalf of the enterprise and departments identify, analyze, scope, implement and deliver cost effective, business needs driven IT solutions.

BIS does not exist for its own sake. The department acts on behalf of and services its customers.

Funding Sources

Following is an outline of funding available for BIS to fulfill its mission:

- Operating Budget Appropriations: The BIS operating budget is funded out of the City Internal Service Fund 6400, which currently receives revenues through a combination of fees for services and various fund level transfers. BIS is working with Finance to replace the current practice with a true rate model that will define the operating cost of BIS into certain allocations and fees for services rendered. It is expected that the rate model will be in effect with the 2005 budget year. Operating budget appropriations finance the cost associated with the management, administration and on-going support of the City's IT environment, which includes the computer and telecommunications infrastructure, all of the City's business applications and the management functions associated with the analysis of customer needs and program/project management.
- Capital Appropriations: Capital funding is used to finance key new enterprise and department IT initiatives. With effect of the budget year 2003, IT capital funding requests became part of the City's CLIC process.
  Procedure: BIS submits CLIC funding requests based on a prioritized list of citywide department IT needs. Priorities are established by the Technology Steering Committee (TSC). BIS facilitates the process and priorities are set as follows:
  - Department Priorities: BIS works with the respective department to identify, scope, size and prioritize business needs driven IT requirements.
  - Cluster Priorities: City departments are grouped into four BIS support clusters. 1. Public Safety made up of Police, Fire and City Attorney. 2. Property made up of Assessor, Regulatory Services and CPED. 3. Public Works and 4. Central Administration & Governance made up of City Coordinator, Finance, HR, City Clerk, Mayor's Office and City Council.

Department priorities are brought to the TSC, which establishes priorities within each cluster.
  - Enterprise Priorities: After cluster priorities the TSC establishes priorities across the enterprise.
- Grant Funding: At times, both State and Federal grants become available to fund certain IT initiatives.
- Department Operating Budgets: Certain department needs are funded on a "pay as you go" basis out of department operating budgets. Typical examples are Installs, Moves, Adds and Changes, or IMACs.

Capital Funding Gap
Citywide needs for IT capital funding consistently exceed the availability of funds. Current needs total approximately $35 mil. After TSC prioritization of needs BIS prepares request input and presents to CLIC. With the start of BIS participation in the CLIC process in 2003, CLIC recommendations for IT capital funding resulted in a $1 mil appropriation in 2003 and a $2.9 mil appropriation in 2004. A summary of the 2004 through 2008 CLIC recommendation for IT capital investments is shown below:

BIS Capital Funds	2003 Projected	2004 Recom. Budget	2005 Projected	2006 Projected	2007 Projected	2008 Projected
Revenue:						
CLIC - Capital Bonds	1,000,000	2,900,000	2,750,000	2,720,000	3,000,000	2,950,000
Revenue - Total	1,000,000	2,900,000	2,750,000	2,720,000	3,000,000	2,950,000

Based on the CLIC projections shown above BIS works with the TSC to select top priority initiatives and timelines in order to match available funds and BIS resource capacity.

The Appendix at the end of this Business Plan identifies Department initiatives which require funding.

City Department/Enterprise Initiatives
The following represents a list of TSC prioritized and approved initiatives that meet CLIC funding limits and/or have received grant funding, or are financed through department operating budgets:

Note: Initiatives are listed in priority order.

- **Minneapolis One-Stop**
  Assist with business process re-engineering and e-Government web based services in support of the CPED Development Workflow

initiative. Specific projects included in this initiative are: Development Workflow Roadmap, e-Permitting, e-licensing and e-Inspections on-line service delivery.

Response to Departmental Initiative: Operations and Regulatory Services initiative titled Development Workflow Project, Fire Department initiative titled Intradepartmental Communications.
Funding Status: Funded
Funding Source(s): CLIC/department operating budgets/2003 roll-over

- **City Attorney Case Management System**

The City Attorney's Case Management system (CityLaw) has reached end-of-life and the lack of automated document coordination, work flow management, performance measurement and retention of information places the Minneapolis City Attorney's Office at risk, hinders law enforcement, and reduces the effectiveness criminal prosecution for the citizens of Minneapolis. The new Case Management system will address these issues by:

- Analyzing, designing and implementing business processes that streamline the handling criminal and civil case loads through the City Attorney's Office.
- Providing workload management and service level performance management tools to improve the efficiency of the MCAO and its staff.
- Managing the flow of information within the MCAO and between the MCAO and other City, County, State, and Federal agencies through integrated criminal justice initiatives such as CrimNet and MNCIS.

Response to Departmental Initiative: City Attorney initiative titled Criminal Division Prosecution Case Management System
Funding Status: Funded
Funding Sources: CLIC/County grant/re-direction of security capital

- **MCDA Transition to CPED**

The CPED organization was formed through the consolidation of several existing City agencies that included Planning, MCDA and META. This initiative will migrate the CPED information technology services functions into BIS. The CPED IT infrastructure will be fully supported under the Unisys Managed Services Program.

Response to Departmental Initiative: CPED initiative titled MCDA transition to CPED, Finance Department Initiative titled CDA transition to CPED
Funding Status: Funded
Funding Source(s): CPED operating budget

- **CitiSTAT/311 Common Contact Center/CRM System**

Implement a CitiSTAT/311 technology solution that is a comprehensive approach to the management of non-emergency services. This will develop consistency, intra-department coordination and accountability when responding to citizens' requests for services while allowing emergency services to focus attention on true emergencies. This includes utilizing technology to streamline services, improve citizen interaction, and decrease the cost of service delivery. This will be a multi-phased development approach. Work will begin this year through BIS, Public Works and Police Non-emergency efforts that focus on the implementation of a Constituent Relationship Management (CRM) tool to achieve the following results:

- Streamline services & track public demands for service

- Increase department efficiency & accountability (MINSTAT)
- Improve workload tracking, evaluation and reporting
- Provide senior management with consistent, complete, and accurate data for planning, decision making and prioritization of City efforts.

Eventually, the CRM tool will be available to the enterprise and act as a central repository giving elected officials, department heads and employees a reliable system to monitor a service request through its lifecycle and across departments. The system will also provide integration with key legacy systems (e.g., GIS, KIVA, FISCOL, HRIS) and allow the City to 'close the loop' with citizens through the measurement of customer needs and satisfaction levels. Once citywide adoption is completed, the City will be prepared to launch a 311 system that will focus on providing citizens one point of contact for all non-emergency services.

Response to Departmental Initiative: Police Department 3-1-1 Consolidated Call Center initiative, MECC initiative titled 311 Consolidated Call Center, Operations and Regulatory Services initiative titled Performance Measurement/Business Intelligence Tools, Operations and Regulatory Services initiative titled Handheld Capabilities, Office of the Mayor titled CRM, Public Works initiative titled 311/CRM.
Funding Status: Pilot Funded
Funding Source(s): Federal grant/CLIC
Note: Completion of pilot will result in business case showing ROI and identification of funding required to finish and operate the project

➢ **Public Safety Computer-Aided Dispatch (CAD)**

The current CAD system was installed in the early 1990's. It is operating on a 486 platform that should be upgraded to today's technology standards. As part of the ITS Outsourcing effort it is anticipated that the upgrade of this system may be addressed. The upgrade or replacement of this system may involve costs that could present a significant hurdle. There may be opportunities to partner with the Minneapolis Police Department, and the Hennepin County Sheriff's Office, to distribute these costs among multiple agencies. The implementation of a 911 surcharge could also allow for some funding of an upgrade or replacement of this system.

Response to Departmental Initiative: Fire Department initiative titled FireHouse Records Management System and Computer Mapping and Emergency Vehicle Routing and Computer-Aided Dispatch, MECC initiative titled CAD, and Police Department initiative titled CAD.
Funding Status: Funded
Funding Source: Federal grant

➢ **Special Assessment / Special Fees**

Because of the forecasts of limited local government aid, the City has identified the need to expand and diversify its revenue sources. One mechanism where the City can link and target increased revenues to services provided is by special assessments and special fees. A staff team from several departments is already exploring a right-of-way maintenance special assessment or fee. There has been discussion about expanding and changing the special service districts in the City. The creation or expansion of special assessments or fees by the City

will require new systems or enhancement of existing enterprise systems (e.g. Govern).

Funding Status: *Funded*
Funding Source(s): *CLIC*

- **Management Information Needs / GAP Analysis (Technology & Business Systems Planning)**

Develop a Public Works department-wide Data Plan / Data Model. This effort will provide management with a blueprint of the status of Public Works' technology landscape. The gap analysis that was begun as part of the first draft of the business planning effort will be helpful as we begin this effort. The Citizen Relationship Management (CRM) pilot project, already underway, will provide some needed analysis of information for this effort. The Development Review project will also provide input to this effort.

1. Develop a department-wide Strategic Business Systems Plan based on the data plan. This plan should allow department management to decide where the major needs are and the overall strategy to meet those needs, including funding strategies, with assistance from the Business Information Services (BIS) Department and the Finance Department.

2. Develop a department-wide Tactical Business Systems Plan. This effort will fully identify the specific systems that are required to provide key management information for the department and in some cases provide operations information. This step will also identify the priorities for scheduling future projects and as a result the following sub-projects will be accomplished.

3. Public Works has a number of operational databases maintained for all the elements of the City's infrastructure. Practically none of these databases are in the City's standard data management architecture, and therefore, the data they contain is not accessible to GIS, MinStat, CNAP, Enterprise Engineering, performance measurement, activity based costing, nor activity based budgeting. This sub-project's scope includes the activities to identify and convert these databases to the City standards and/or make these databases available to the various necessary systems.

4. Public Works needs a management information / decision support system to assist in integrating and combining management data from enterprise and departmental systems in order to help manage the assets of the City's $7 billion plus investment in infrastructure. This would position the department to effectively use an asset management system.

Funding Status: *Funded*
Funding Source(s): *2004 CLIC, Project will require 2005 CLIC funding*

- **Target SafeZone**

SafeZone is a project that is designed to increase the perceived and actual safety of residents, workers and visitors in downtown Minneapolis. It is a multi-faceted approach to safety that involves dramatically improving communication between private security entities downtown, installing security

cameras to prevent and detect crime in the downtown area, and other strategies that will enhance safety.

Response to Departmental Initiative: Police Department titled Target SafeZone
Funding Status: Implementation funded by Target Corporation

- **Infrastructure Capacity Upgrades**

Business Information Services requested Unisys to conduct a network study to determine the current bandwidth capabilities of the City facilities in the downtown campus. The objective of the study was to determine the optimum bandwidth required to support the specific business needs at each location, the cost to increase the end user bandwidth and the performance efficiency value proposition. The Unisys study concluded that the current bandwidth will not support the business requirements in most locations and recommended a four-phase program to upgrade the network infrastructure at these sites. Phase I was completed in 2003 and the proposed 2004 appropriation will complete phase II with Phase III & IV wrapping up the project in 2005.

Funding Status: Funded
Funding Source(s): 2004 CLIC

- **Stellent Application Upgrade**

The Stellent Content Management System (SCMS) software was purchased in 2001 to manage content published to the City's internal and external web sites. Owners of the content create and edit their documents in native formats, such as MS Word and other MS Office formats. The SCMS consists of two components that support the management and publishing of these documents, Content Server and Content Publisher. Stellent Content Server is a document repository that provides version control, check-in/check-out, workflow for approvals, and access security. This software is administered by the ITS web team with the content owners being the end-users. The Stellent software must be upgraded to keep the maintenance in force and benefit from the latest version of the products.

Funding Status: Funded
Funding Source(s): 2004 CLIC

- **Enterprise Records Classification Thesaurus EDM Subsystem**

An enterprise classification/thesaurus system will need to be developed for identifying, naming and indexing City information resources. Classification provides the structure to implement retention, security and access decisions. By creating a structure to link records to specific City activities, records can be understood within the administrative and operational context within they were generated. Indexing and searching for information is also aided by

having a standard terminology that is implemented across the enterprise.
Classification system - A system to organize information under broad, conceptual categories that can represent the functions of the enterprise. Classification lists use hierarchy for conveying term relationships and generally include equivalence and/or associative cross-references.
Thesaurus - data value standards that control the terminology used for describing records. It assigns meanings to terms and instructions on how to classify and title records.

Funding Status: *Funded*
Funding Source(s): *2004 CLIC*

- **Enterprise Metadata EDM Subsystem**

An enterprise recordkeeping metadata standard will need to be developed to describe the content, context and structure of records and their management through time. Metadata is the term used to describe the structure of information resources required to make data understandable, usable and shareable. Deployment of an enterprise metadata standard will promote data reusability, reliability and the possibility of sharing across the enterprise. The new standard will address recordkeeping metadata as it relates to the web, desktop applications and large enterprise databases. The State Metadata Recordkeeping Standard will be used as the basis for the development of a City standard or the adoption of the State standard.

Funding Status: *Funded*
Funding Source(s): *2004 CLIC*

- **Storm Water Utility**

Public Works is underway with the development of a storm water utility. This initiative was approved by the City Council and Mayor in the 2003 budget. Public Works will require continuing assistance from BIS in this effort.

Response to Departmental Initiative: Public Works initiative titled Storm Water Utility
Funding Status: *Funded*
Funding Source(s): *PW operating budget*

- **Public Safety Timekeeping**

Implement improved timekeeping methods and systems for Police, Fire and Public Safety departments.

Response to Departmental Initiative: Police initiative titled Police Timekeeping
Funding Status: *Funded*
Funding Source(s): *Grant*

- **MUPS Upgrade**

Upgrade or change the Utility Billing System (MUPS)

Response to Departmental Initiative: Finance initiative titled MUPS
Funding Status: *Funded*
Funding Source(s): *Department funded*

- **Windows XP Rollout**

The City is moving to Windows XP to offer employees newer releases of both the Windows and Office platforms. The advantages include improved functionality, reduced security exposures, simplified software support of software installations, and compatibility with present industry standards. BIS will work with Unisys and Departments to conduct a staged rollout that includes hardware upgrades and critical functionality testing in a quality assurance environment before migration to production. In turn, departments can confidently move to the new operating system and productivity tools with minimal impact to operations.

Response to Departmental Initiative: BIS enterprise initiative, Minneapolis Convention Center initiative titled Operating System Upgrade to XP.
Funding Status: Funded
Funding Source(s): Outsourcing Program and BIS operating budget

- **RTSF Process**

BIS in conjunction with the Technology Steering Committee will re-establish the Real Time Strategic Forum (RTSF). The purpose of this initiative is to establish a proper framework and planning process that will allow departments to work with BIS on the definition and sizing of business needs driven information technology solutions.

Response to Departmental Initiative: BIS enterprise initiative, City Coordinator initiative titled Strengthen Management Systems
Funding Status: Funded
Funding Source(s): BIS operating budget

- **Consolidate and Standardize Software**

BIS will establish a program through the BIS Quality Assurance organization to centrally manage departmental business software. A secondary objective of this project is to consolidate and standardize business software within the city to maximize the return on City IT investments. BIS will work with departments to properly license existing software and eliminate obsolete or inappropriate applications to reduce the 'hidden' costs of IT.

Response to Departmental Initiative: BIS enterprise initiative
Funding Status: Funded
Funding Source(s): Department operating budgets

Key BIS Initiatives

BIS is migrating to a new model to leverage technology to meet the City's business needs. This paradigm shift requires significant changes in the organization and the service delivery model. The following BIS initiatives will enable the department to better assist City departments in leveraging technology to improve City business processes.

- **Skills Assessment and Training**

  The department will assess the skills and careers interests of its staff and compare them to those required by the new model. Development plans will be prepared for the staff to enable them to acquire the new skills needed in BIS.

  Funding Status: *Funded*
  Funding Source(s): *BIS operating budget*

- **Reorganization**

  The BIS organization will evolve to align with its two lines of business. The new Customer Relations and Decision Support Services Division will play a key role in assisting City departments in leveraging technology. As the BIS staff acquires new skills, they will move into positions in the new organizational structure.

  Funding Status: *Funded*
  Funding Source(s): *BIS operating budget*

- **Service Level Agreements (SLA)**

  To better manage its relationships with City departments, BIS will work with the departments to establish and monitor service level agreements. These SLAs will define the roles and responsibilities of BIS and the departments as well as the service levels that BIS will provide.

  Funding Status: *Funded*
  Funding Source(s): *BIS operating budget*

- **Partner with City Departments**

  BIS will partner with departments in order to assist departments in being able to leverage technology as a tool to more efficiently meet business objectives. BIS will re-establish the Real Time Strategic Forum (RTSF), a planning process designed to inform, educate and guide departments in the use of technology as value add to achieving performance gains and efficiencies.

  Funding Status: *Funded*
  Funding Source(s): *BIS operating budget*

- **Alliance with Finance & HR**

BIS, in partnership with Finance and HR, will formulate a common team approach in providing management services to the enterprise.

Funding Status: *Funded*

Funding Source(s): *BIS operating budget*

Following is a grid showing each BIS initiative. As part of the RTSF and CLIC process, the initiatives can be ranked against the City goals to assist in identifying the priorities.

		1. People feel safe	2. Physical infrastructure	3. Good value	4. Maximize economic development	5. Quality housing types	6. Clean, sustainable	7. Partnerships	8. Community engagement
1	Integrated Development Workflow								
2	City Attorney Case Management System								
3	MCDA Transition to CPED								
4	CitiSTAT/311 Common Contact Center/CRM								
5	Public Safety CAD								
6	Windows XP Rollout								
7	RTSF Process								
8	Enterprise Voice/Data Upgrade								
9	Enterprise E-Government								
10	Regulatory Services Remote Inspector								
11	Consolidate and Standardize Software								
12	Service Level Agreements								
13	Enterprise Information Management								
14	City Assessor Tax Court Cases								
15	CODEFOR								
16	CAPRS Replacement								
17	Public Safety Timekeeping								
18	Target SafeZone								
19	Engineering 2000 (E2K)								
20	CRM - Work Order Management								
21	Special Assessment/Special Fees								
22	Business Systems and Data Integration								
23	Storm Water Utility								
24	Administrative Adjudication								
25	CIS Administrative Adjudication								
26	FISCOL Upgrade								
27	MUPS Upgrade								
28	Position Management System								
29	HRIS Upgrade								

B. Assessment of other Models of Providing Service

The City could use an Application Service Provider (ASP) or purchase application management services as an alternative to owning an application and providing all support with internal City resources. An ASP could potentially provide higher levels of service and smooth the peaks and valleys related to application support costs. Just like the City's infrastructure has been outsourced, the City must decide if is it necessary to own an application or if it should acquire the functionality of an application as necessary. The management of common applications such as human resources, payroll, and finance could be considered for outsourcing. An analysis should be conducted to determine if an ASP model or application management services are financially viable for select applications. This analysis should be part of the process for acquiring new applications and performing major upgrades on exiting systems.

- **Outsource Telecom Operations**
  The rapid convergence of voice, data and video technologies combined with emerging wireless networking infrastructure have blurred traditional telecommunications business models. As the complexity, cost and regulatory uncertainty associated with this infrastructure increases, BIS must re-assess the strategic necessity and core competencies required to own and manage this technology. The planned expansion and upgrade of the City's telecommunications infrastructure offers a unique opportunity to investigate alternative business models including the potential benefits of outsourcing the City's telecommunications infrastructure.
- **Public/Private Partnerships**
  By partnerships with other entities, the City can implement a win/win business model that provides improved services for the City and citizens. For example, if the Park Board wants to make recreational services available via the Internet, they may not have the network capabilities in the inner City. Rather than the City acquiring WiFi technology to provide citizen's access to the Internet, the City could partner with a major telecommunications partner such as Sprint or Qwest. The company would give the City a royalty payment to use their facilities for equipment and would institutionalize the use of the network. The City is able to meet its wireless needs, provide a business opportunity, and citizens get improved options for high speed Internet access. BIS and other City departments should actively research opportunities for public/private partnerships when planning new or expanded services.

IV. Department Resources

A. Finance Plan

The following plan outlines the operating and capital financial projection for BIS for 2003 through 2008. The plan is based on the City's five-year financial outlook and the Capital Long-Range Improvement Committee (CLIC) process.

BIS Debt Reduction Plan

BIS draws its operational appropriations from the Internal Service Fund 6400. In 2001, Finance and BIS executed a long-term financial workout plan for the Internal Service Fund 6400 to stabilize retained earnings. The financial workout plan is a key component of the BIS Business Plan. BIS recognizes the importance of compliance with the financial workout plan. All operational and capital financial plans are developed to work in concert with the agreed to financial workout plan.

Operating Budget Appropriations

The Internal Service Fund 6400 currently receives revenues through a combination of fees for services and various fund level transfers. BIS is working with Finance to replace the current practice with a true rate model that will define the operating cost of BIS into certain allocations and fees for services rendered. It is expected that the rate model will be in effect with the 2005 budget year. Operating budget appropriations finance the cost associated with the management, administration and on-going support of the City's IT environment, which includes the computer and telecommunications infrastructure, all of the City's business applications and the management functions associated with the analysis of customer needs and program/project management.

The BIS operating budget based on projections from the Finance Department anticipates a growth rate of 2% over the next five years.

A summary of the 5-year projections is shown in the table below:

Business Information Services

Financial Projections 2003-2008

BIS Operating Funds

	2003 Projected	2004 Modified Budget	2005 Projected	2006 Projected	2007 Projected	2008 Projected
Revenue:						
-						
Telephone Billing	1,383,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
MPHA	43,300	47,463	52,209	57,430	63,173	69,491
Misc Revenue	1,335,359	761,647	802,083	842,948	884,213	925,843
GIS	45,000	90,000	91,800	93,636	95,509	97,419
PMD	1,300,000	850,000	1,003,000	1,183,540	1,396,577	1,647,961
General Fund Transfers	11,684,425	11,918,113	12,156,476	12,399,605	12,647,597	12,900,549
Other Fund Transfers	2,409,005	2,868,898	2,939,962	3,033,498	2,539,790	2,639,838
-						
Revenue - Total	18,200,088	17,986,121	18,495,530	19,060,657	19,076,859	19,731,101
-						
-						
Expenses:						
-						
BIS Operating	16,900,088	17,136,121	17,492,530	17,877,117	17,680,282	18,083,140
PMD	1,300,000	850,000	1,003,000	1,183,540	1,396,577	1,647,961
-						
Expenses - Total	18,200,088	17,986,121	18,495,530	19,060,657	19,076,859	19,731,101
-						

Note: In 2007, the revenue and expenses reflect a cut in funding of $600,000 against the annual % increase in revenue and expenses.

Operating Expense Detail

BIS operating budget appropriations cover the following expense categories:

Business Information Services - BIS			
2004 Budget Allocation by Business Line			
Basic Service Activities	Current FTE's	2004 Modified Service Level	% of 2004 Budget
Business Development			**11.14%**
Planning & Quality Assurance	9	**824,719**	4.59%
Quality Assurance		438,412	
Architecture & Data Center		386,307	
Business Development	2	**305,605**	1.70%
GIS Development		40,000	
Project Management		265,605	
Customer Relations	6	**873,543**	4.86%
Customer Relations		185,430	
Decision Support Services		688,113	
Business Support			**88.86%**
Administration	4	**2,574,033**	14.31%
Business & Administrative Operations		286,228	
Administrative Personnel & CIO		412,385	
Licenses for software		250,000	
Maintenance Contracts/Software		1,400,000	
Other Contractual Services		225,420	
Infrastructure & Applications Mgmt	38	**13,408,221**	74.55%
Managed Services			
Managed Services – Personnel		224,508	
Managed Services Contract - Unisys		8,274,235	
Assessments and Technical Expertise		235,205	
Windows XP Project		98,265	
Telephony Personnel		551,366	
Telephone Services		937,400	
IMAC Personnel		719,443	
Telephone Operators		111,034	
Application Support			
Property Application		1,201,180	
Application Support Personnel		196,422	
BIS – Service Levels		**17,986,121**	100.00%
FTE's	59		

Business Information Services - BIS					
2004 – 2008 Budget Allocation by Business Line					
Basic Service Activities	**2004 Service Level**	**2005 Service Level**	**2006 Service Level**	**2007 Service Level**	**2008 Service Level**
Business Development	**2,003,867**	**2,060,621**	**2,123,583**	**2,125,388**	**2,198,278**
Planning & Quality Assurance	824,719	848,077	873,990	874,733	904,732
Business Development	305,605	314,260	323,863	324,138	335,254
Customer Relations	873,543	898,284	925,731	926,518	958,293
Business Support	**15,982,254**	**16,434,909**	**16,937,074**	**16,951,471**	**17,532,823**
Administration	2,574,033	2,646,936	2,727,812	2,730,131	2,823,761
Infrastructure & Applications Mgmt	13,408,221	13,787,973	14,209,262	14,221,340	14,709,062
BIS Service Levels	**17,986,121**	**18,495,530**	**19,060,657**	**19,076,859**	**19,731,101**

Fixed Cost Growth Projections

Approximately 90% of the current (2004) BIS operating budget is dedicated to fixed cost obligations. These costs are subject to annual increases as follows:

Unisys Managed Services (Outsourcing) Contract – 2.6% per year

Application Licenses & Maintenance Contracts – 10 to 15% per year

Personnel – 2% minimum per year pending union agreements

Facility Rent – 10%

Impact of Fixed Cost Growth on 5-year Financial Outlook

The 5-year Financial Outlook shows an average 2% increase over the 5-year period 2004-2008 and expects a $600,000 decrease in year 2007. With no additional funding it will be a challenge for BIS to absorb the Fixed Cost Growth projections shown above. If additional funding sources can not be identified and secured, BIS will be forced to make service level adjustments in 2007, which may result in necessary personnel reductions. These service level adjustments in 2007 if needed will be identifed closer to year 2007.

Planned Actions

BIS will continue to work with Finance and City departments to identify and secure additional funding sources in order to be in a position to absorb future Fixed Cost Growth and continuation of minimally acceptable service levels. BIS planned actions for the identification of potential additional funding sources include:

- Resume the Real Time Strategic Forum (RTSF) planning process to strengthen partnerships with City departments.
- Refine the process for analyzing, defining and prioritizing City department IT needs.
- In partnership with Finance and city departments, analyze the option of technology surcharges as part of the City's fee structure.
- In partnership with Finance and City departments complete and implement a rate model, which reflects accurate and fair allocations and charges for BIS services (the rate model is to replace current practice of fund level transfers to the Internal Service Fund.)
- Work and consult with departments to better understand the added value the use of information technology can bring to department business performance.
- Partner with departments to leverage technology into tangible cost savings that could be re-invested into technology growth requirements.

Capital Funds

To secure appropriations for capital projects, BIS uses the CLIC process. Each year, BIS and the City departments will prioritize the City's IT capital needs through the RTSF process and submit the prioritization to the CLIC Committee for approval. Current CLIC recommendation for capital projects for the next five years varies around $3M/year. Increases in operating costs associated with capital projects will be born by the departments.

The 2004 CLIC Funded BIS Capital projects in-flight in 2005 have anticipated cost of completion near $2.1 million.

BIS Capital Funds						
	2003 Projected	2004 Recom. Budget	2005 Projected	2006 Projected	2007 Projected	2008 Projected
Revenue:						
CLIC - Capital Bonds	1,000,000	2,900,000	2,750,000	2,720,000	3,000,000	2,950,000
Revenue - Total	1,000,000	2,900,000	2,750,000	2,720,000	3,000,000	2,950,000
Expenses:						
BIS Projects	1,000,000	2,900,000	2,750,000	2,720,000	3,000,000	2,950,000
Expenses - Total	1,000,000	2,900,000	2,750,000	2,720,000	3,000,000	2,950,000

B. Workforce Plan

Workforce planning is a process designed to plan the future BIS organization and to identify the specific actions needed to prepare the workforce and department for the future. The plan consists of actions necessary for organizational development, workforce development, and competency building.

1. **Organizational Development:** Identifies any operational functions, which will be necessary in the future and do not currently exist. These are the functions that will be required to transition from the current organization to the future organization. This section identifies the functions that will be required to make the paradigm shift from a technical organization to a business-focused organization.

2. **Workforce Development:** Identifies any issues and actions required related to resource allocations, performance management, training and development, and classification and compensation. After the organization has been designed, the skill set must be changed to meet the organizational design as well as processes and procedures modified to match the new organization and culture.

3. **Competency Building:** Identifies technical and non-technical competencies, which may be needed, including the training and development.

The Workforce Plan is outlined on the following pages.

Diversity Plan

An additional issue that is related to workforce planning is diversity planning. BIS will work with Human Resources in the hiring process to make sure diversity is a component in the hiring activities and decisions. BIS individuals will also participate in HR provided diversity training classes.

Workforce Gap/Issue:	Action Item(s) to Reduce the Gap:	Funding Status	Responsible	Timeline
1. Organizational Development				
Planning and QA				
Quality Assurance – Lack fully operational function that includes: 1. Design, how it fits into the new structure, etc. 2. Documentation, management and maintenance of BIS policies, processes and procedures 3. Configuration management process 4. Change management process, practices and principles 5. Production control process 6. Usability – analysis compliance 7. Test platforms 8. Assessment process 9. Testing methodologies	**Action Item(s) to Reduce the Gap:** 1. Project workloads based on organizational needs 2. Allocate resources including resources from FTC conversion 3. Identify competencies needed for business function 4. Determine number of positions, proposed level within the organization 5. Prepare Job Analysis Questionnaires for each position 6. Submit classification to HR for review and to establish positions in HRIS 7. Prepare recruitment plan(s) and job 8. Accept applications 9. Establish eligible list(s) 10. Hire employee(s)	Paritally Funded	Manager of Planning & QA with HR	In Progress/ 2004
Architecture - Lack fully operational function that includes: 1. Data Management Group with a: ¨ Data Architect (Filled) ¨ Data Engineer ¨ Data Base Administrator 2. Technology research specialist 3. Data modeling 4. Evaluation metrics – data analysis 5. Tool standards 6. Enterprise Information 7. Enterprise architecture including software, data management, enabling technology and inter-jurisdictional data sharing 8. Accountability matrix and monitoring across the organization	**Action Item(s) to Reduce the Gap:** 1. Project workloads based on organizational needs 2. Allocate resources including resources from FTC conversion 3. Identify competencies needed for business function 4. Determine number of positions, proposed level within the organization 5. Prepare Job Analysis Questionnaires for each position 6. Submit classification to HR for review and to establish positions in HRIS 7. Prepare recruitment plan(s) and job posting(s) for respective positions 8. Accept applications 9. Establish eligible list(s) 10. Hire employee(s)	Not Funded	Manager of Planning & QA with HR	TBD
Security - Lack fully operational function that includes: 1. Formal security policies and procedures 2. Security assessment program and measurement for our systems 3. Security skills and benchmarking to business needs	**Action Item(s) to Reduce the Gap:** 1. Project workloads based on organizational needs 2. Allocate resources 3. Identify competencies needed for business function 4. Determine number of positions, proposed level within the organization 5. Prepare Job Analysis Questionnaires for each position 6. Submit classification to HR for review and to establish positions in HRIS 7. Prepare recruitment plan(s) and job 8. Accept applications 9. Establish eligible list(s) 10. Hire employee(s)	Not Funded	Manager of Planning & QA with HR	TBD

Business Planning & Services - Lack fully operational function that includes: 1. A focus for successful Solution Development – Life Cycle implementation ¨ Business Analysis (requirements) ¨ Finance (funding) ¨ Project Management (plan, researching and execution) 2. Business process improvement methodologies including flows and modeling 3. Risk management assessment and process 4. Workflow analysis 5. Staff with a comprehensive understanding of City Departments and their respective business functions	**Action Item(s) to Reduce the Gap:** 1. Project workloads based on organizational needs 2. Allocate resources including resources from FTC conversion 3. Identify competencies needed for business function 4. Determine number of positions, proposed level within the organization 5. Prepare Job Analysis Questionnaires for each position 6. Submit classification to HR for review and to establish positions in HRIS 7. Prepare recruitment plan(s) and job 8. Accept applications 9. Establish eligible list(s) 10. Hire employee(s)	Not Funded	CIO and HR	In Progress/ 2005
Business Development				
Information Access - Lack fully operational function that includes: 1. Information access (Systems Development and Integration) with clear functional management responsibilities – recommend: ¨ Website Management ¨ Information Content Management ¨ Software Design ¨ Software Development ¨ Testing and release will be QA managed 2. Staff to perform information architecture tasks (i.e. Web Publishing, Interface Design) 3. System maintenance requirement (Matrix and Monitoring) 4. Staff, competencies – in Application Maintenance, Analysis & Design skills (Enhancements and Modifications)	**Action Item(s) to Reduce the Gap:** 1. Project workloads based on organizational needs 2. Allocate resources including resources from FTC conversion 3. Identify competencies needed for business function 4. Determine number of positions, proposed 5. Prepare Job Analysis Questionnaires for each position 6. Submit classification to HR for review and to establish positions in HRIS 7. Prepare recruitment plan(s) and job posting(s) for respective positions 8. Accept applications 9. Establish eligible list(s) 10. Hire employee(s)	Not Funded	Manager of Business Development and HR	TBD
Customer Relations				
GIS - Lack fully operational function that includes: 1. Fully defined business purpose including roles and responsibilities 2. Defined organizational structure	**Action Item(s) to Reduce the Gap:** 1. Project workloads based on organizational needs 2. Allocate resources 3. Identify competencies needed for business function 4. Determine number of positions, proposed level within the organization 5. Prepare Job Analysis Questionnaires for each position 6. Submit classification to HR for review and to establish positions in HRIS 7. Prepare recruitment plan(s) and job posting(s) for respective positions 8. Accept applications 9. Establish eligible list(s) and hire	Funded	Manager of Customer Relations and HR	In progress

Infrastructure & Applications Support				
Vendor Relations Management - Lack fully operational function that includes:	**Action Item(s) to Reduce the Gap:**	Partially Funded	Manager of Infrastructure & Applications Support and HR	Planning will take place in 2004, with implementation progress in 2005.
1. Vendor Relationship Management: ¨ Performance measurement program for the outsourcing initiative ¨ Vendor/Outsourcing contract management team 2. Service management 3. Tech management 4. Staff with competencies in contract management 5. Staff with competencies in contract negotiations	1. Project workloads based on organizational needs 2. Allocate resources including resources from FTC conversion 3. Identify competencies needed for business function 4. Determine number of positions, proposed level within the organization 5. Prepare Job Analysis Questionnaires for each position 6. Submit classification to HR for review and to establish positions in HRIS 7. Prepare recruitment plan(s) and job posting(s) for respective positions 8. Accept applications 9. Establish eligible list(s) 10. Hire employee(s)			
Application Support - Lack fully operational function that includes:	**Action Item(s) to Reduce the Gap:**	Not Funded	Mgr Application Support/Carlos	TBD
1. System maintenance requirement (Matrix and Monitoring) 2. Staff, competencies – in Application Maintenance, Analysis & Design skills (Enhancements and Modifications)	1. Project Workloads Based on Organizational Needs 2. Allocate Resources including resources from FTC Conversion 3. Identify Competencies Needed for Business 4. Determine number of positions, proposed level 5. Prepare Job Analysis Questionnaires for each 6. Submit to Classification in HR for review and 7. Prepare recruitment plan(s) and job posting(s) 8. Accept applications 9. Establish eligible list(s) 10. Hire Employee(s) (A number of positions have			

2. Workforce Development				
A. Resource Allocation				
Lack adequate staff to support MS Desktop Application Design and Support	1. Work with applicable HR staff to develop a plan to coordinate employee training for MS Desktop applications. *(Enterprise Services)*		HR	On-going
B. Performance Management				
All supervisors and managers are not conducting performance appraisals on a regular basis *(Enterprise-wide issue)*	1. Monitor the completion of performance appraisals on a department-wide basis. (Use HRIS to track information)		Administration	Quarterly
	2. Send out reminders to managers and supervisors when appraisals are due. (i.e. Employee Anniversary Date)		Administration	Quarterly
	3. Train HRIS Representative to enter information into HRIS		HR	ASAP
	4. Enter information into HRIS as appraisals are completed.		HR	On-going
	5. Determine capability of HRIS to automatically Email reminders to supervisors on an enterprise-wide basis and/or provide information.		HR	2004
C. Training & Development				
Lack a departmental training plan that encompasses all positions	1. Review training models from other City departments (i.e. Fire and Finance)		Administration	In Progress
	2. Use information from roles and responsibilities document to develop a department wide-training plan.		Administration	2004
	3. Use performance appraisal process to support training curriculum and to develop career development plans for individual employees.		All supervisors	After above/ On-going
Lack a departmental approach to providing customer service training	1. Work with HR to identify a specific customer service-training program.		1. TBD/HR	1. Ongoing/As Needed
D. Classification and Compensation				
Study positions and salary levels to align with market	1. Identify technical positions that are not at the outside market rate and provide information to HR for analysis.		CIO and HR	In progress
	2. Monitor application rates to determine shortages of qualified applicants to determine if compensation is a factor and in what areas (Security, IT, etc.)		Managers/HR	Ongoing
	3. Work with HR Staff to explore the development of Dual Career Ladder Model (i.e. Separate management and technical promotional tracks).		CIO and HR	In progress

Workforce Gap/Issue:	Action Item(s) to Reduce the Gap:	Funding	Responsible	Timeline
3. Competency Building				
1. Lack of core competencies in existing employees	1. Finalize departmental organizational		CIO	In progress
	2. Identify core competencies by business function and/or job classification.		TBD	2004
	3. Develop assessment tool (s) to measure		TBD	After above
	4. Administer tools to employees by business function/job classification		TBD	After above
	5. Tabulate results of assessment (s) to identify competency gaps within the workforce.		HR	After above
A. Technical Competencies				
1. Employees lack competencies in basic Microsoft Office applications	1. Identify the applications and proficiency		BIS Mgmt	Ongoing
	2. Review Finance Department's training curriculum to serve as possible model.		BIS Mgmt	Ongoing
	3. Develop department training curriculum and discuss with HR		BIS Mgmt	Ongoing
	4. Require employees with recognized deficiencies to attend classes.		BIS Mgmt	Ongoing
	5. Explore use of computer based training (i.e. e-learning)		BIS Mgmt	Ongoing
	6. Require new hires to demonstrate required proficiencies to pass probation.		BIS Mgmt	Ongoing
2. Staff lack understanding of marketplace trends and expectations and the ability to respond	1. Provide training opportunities to employees so they can increase and keep current on market place trends, changes in technology, etc. to build State of the Art		BIS Mgmt	Ongoing
	2. Leverage vendors to keep the department informed on anticipated changes in technology, future products and services.		TBD	Ongoing
	3. Encourage employees to join professional organizations, specific training sessions with their assigned area of expertise to gain exposure to current trends and network with others		BIS Mgmt	Ongoing
	4. Attend local forums, User Groups, etc.		4. BIS Employees	Ongoing

B. Non-Technical Competencies				
1. Department lacks employees with the following competencies: a. Project Management b. Business Analysis Training c. Business Process Reengineering (and experienced staff) d. Written Communication Skills e. Group Dynamics and Facilitation (i.e. RAD & Joint Application Development) f. Conducting Effective Meetings (i.e. planned agendas, action steps assigned and follow-up) g. Negotiation Skills h. Financial analysis that includes ability to develop Return on Investment strategies	*There is a need for all Directors and Managers to attain a baseline level of competencies in the majority of these areas. In addition, there is a need to increase employee competencies in certain areas.* **Action Items***:* 1. Identify positions where these competencies are needed. 2. Provide training opportunities to staff who need to increase their competencies in these areas 3. Make training and development a component of the performance appraisal process. 4. Develop a training curriculum/model that identifies the positions that need these competencies and assign proficiency levels. (Finance Model). 5. Hire future employees based on required competencies		BIS Management BIS Management BIS Management Administration BIS Management	TBD Ongoing Ongoing 2004 Ongoing
i. Performance Management including administration of performance appraisals	1. Work with HR to develop/deliver this type of training program to staff with supervisory responsibilities. *(Enterprise and Employee Services)*		Administration	As needed
j. Contract Management (Contract Analysis for current incumbent)	1. Contact Lee Larson to schedule training session for employees 2. Conduct training session for employees who have contract management responsibility and who need this training.		Administration Finance	As needed After above
k. Lack of understanding on how the staffing process works.	1. Work with HRG to learn more about how the staffing process works. 2. Attend HRIS Upgrade Training in January 2002 and future sessions as offered.		BIS Management BIS Management	As needed As needed
l. Lack of understanding on how the progressive discipline process works in public sector/union environment.	1. Work with HR to develop/deliver this type of training program to appropriate staff. *(Enterprise and Employee Services)*		HR	As needed
m. Lack of customer service/satisfaction skills, knowledge or interest	1. Work with HR to identify training resources (Classes, Videos, etc.). 2. Recognize employees who demonstrate exemplary customer service. 3. Monitor customer feedback to identify problems. 4. Manage individual employees to improve customer service skills		TBD BIS Management BIS Management BIS Management	Ongoing Ongoing Ongoing Ongoing

C. Technology Plan

Industry technology trends were identified, described, and defined in Section I D Key Trends. The following technologies will be investigated for possible implementation for the City and the initiatives that have been identified.

- **Business Intelligence, Knowledge Management, Data Warehouse, Data Mining:** BI and Knowledge Management tools will be used in the CitiSTAT/311 Common Contact Center/CRM System initiative to provide the right information to the right individuals.

- **E-Government, Web Services, Web Deployment Technologies (.NET, J2EE, Java, XML), Web Portals, and Audio & Video Streaming:** E-Government is a journey that the City has begun and a BIS initiative has been defined to encompass e-government objectives for the City. The web technologies will be utilized as the e-government plan is defined.

- **Enterprise Application Integration (EAI):** EAI technology will be used in the Development Workflow Initiative and the City Attorney Case Management System to integrate systems and databases.

- **Global Position System (GPS):** GPS technology will be utilized at the City in the Public Safety CAD initiative. It will be used to track the position of vehicles and guide them through routes.

- **Video over Internet Protocol:** Video over IP will be used in the Target SafeZone initiative which utilizes wireless cameras and transmits video images over the Internet to improve the safety of the City.

- **Voice over Internet Protocol (VoIP):** VoIP technology may be implemented at the City in the Enterprise Voice/Data Upgrade. This technology would utilize the Internet for transmission of phone calls and would upgrade the City's telephony systems and infrastructure facilities.

- **Wireless Communications:** WiFi is a critical technology for the City that will be utilized in Remote Inspector. This project will give field inspectors real-time access to inspection, permit, and request for service information via wireless technology using handheld devices.

The following are emerging technologies, which the City will keep abreast of and may integrate in the future. There are no specific projects planned with the technology at this time:

- Grid Computing
- Voice recognition
- Biometrics
- Smart Cards

The outsourcing agreement in place will provide the City with a technology refresh throughout the seven-year time period which will provide upgrades to desktops and workstations throughout the departments.

In addition to the technologies utilized by the City, additional technologies will be required by BIS to improve the deployment and support of IT services. These specific tools and technologies will be determined as part of the detailed Technology Roadmap that is developed by the Business Development Services organization.

D. Equipment and Space Plan

Following are the specific space and equipment needs of BIS:

- BIS has a need for one contiguous space for the organization rather than having the organization spread across seven areas. Having the organization together will improve communication and efficiencies. Spaces are required for 85-100 FTE's and contractors as the level of staff is dynamic based on the projects in progress.

- With the addition of a QA function in the new BIS organization, additional hardware and software licenses will be required to segregate production, test, and QA environments. In addition, equipment and space would be required for a QA test lab.

- Workstations will be needed for additional contractors and staff as the FTE level fluctuates to support projects.

- BIS workstations and equipment will be updated on a regular basis with the technology refresh planned as part of the outsourcing.

- In the future, BIS will need a plan to increase and update software-engineering tools to efficiently support future applications.

V. Appendix

This appendix to the BIS 5-year Business Plan represents a list of the City Department needs identified during the 2003 and 2004 Technology Steering Committee prioritization process, which did not fit within available funding parameters and priorities for the 2003 and 2004 timeframe. For 2005 and beyond, BIS will partner with departments using the Real Time Strategic Forum (RTSF) planning process to:

- Further define the scope, cost and timeline for each project
- Re-establish priorities
- Identify and allocate available funding sources through CLIC, grants and/or department operating budgets.

➢ **HRIS Upgrade**

Use information technology to ensure ease of access for up-to-date applicant and employment records and management reports.

Response to Departmental Initiative: HR initiative titled HRIS Upgrade
Funding Status: Unfunded

➢ **FISCOL Upgrade**

Upgrade or change the financial FISCOL system.

Response to Departmental Initiative: Finance initiative titled FISCOL Upgrade/Change
Funding Status: Unfunded

➢ **Regulatory Services Remote Inspector**

The remote Inspector initiative is a proposed initiative within Regulatory Services to give field inspectors real-time access to Inspection, Permit, and Request For Service information they need to do their jobs.

Response to Departmental Initiative: Operations and Regulatory Services initiative titled Remote Inspector
Funding Status: Unfunded

➢ **Enterprise Information Management**

Collaborate with the City Clerks office to Implement Enterprise Information Management to improve the data quality within critical City systems. This initiative will concentrate on integrating electronic records management policy into business applications and BIS Enterprise Data Management projects including: data practices, records retention, etc.

Response to Departmental Initiative: City Clerk initiative titled Enterprise Information Management
Funding Status: Unfunded

➢ **City Assessor Tax Court Cases**

The process to address Tax Court cases will be mapped and streamlined to ensure maintenance of the tax base under the growing volume amid staffing cutbacks. Use of technology and a more proactive approach towards the initial trial settings should assist in accomplishing this goal.

Response to Departmental Initiative: City Assessor initiative titled Tax Court Cases
Funding Status: Unfunded

- **CODEFOR**

Computer Optimized Deployment Focus On Results (CODEFOR) is essential for criminal control. Includes accurate and timely intelligence about crime that is occurring, rapid deployment of personnel and resources, effective tactics, and relentless follow-up and assessment.

Response to Departmental Initiative: Police initiative titled CODEFOR
Funding Status: Unfunded

- **CAPRS Replacement**

One of the most comprehensive things we can do to improve the effectiveness of investigations is to design a citywide case management system. The system would help keep investigations on track and would allow case managers to better prioritize the workload.

Response to Departmental Initiative: Police initiative titled Case Management
Funding Status: Unfunded

- **Enterprise Engineering (E2K)**

The enterprise engineering system is used for two main functions, one, as the tool for computer aided design and drafting for capital projects done concurrently by the divisions of Public Works, and two, for the creation and maintenance of the enterprise spatial database (ESD) used by GIS and Enterprise Engineering. Public Works uses the enterprise engineering system to perform and track many of the components of asset management. The data contained in the overall system is the backbone of asset management. Implementation of the E2K system was underway as a SISP project when funding was truncated last year. Additional funding will be needed to continue to implement the full potential functionality of the system.

Response to Departmental Initiative: Public Works initiative titled Enterprise Engineering, Asset Database
Funding Status: Partially funded

- **CRM - Work Order Management**

This project continues the Public Works department-wide pilot dealing with Constituent Relationship Management (CRM), and is being done in conjunction with BIS, MECC and the Mayor's Office. The Work Order Management part of this project is a function of capturing, tracking, and resolving requests for an action or service to be performed. In this project or the work order project described above, there is a need to define the interaction between the functionality of the CRM system and the other enterprise and non-enterprise systems that are necessary to track the other components of work orders.

Response to Departmental Initiative: Public Works initiative titled Citizen Relationship Management – Work Order Management
Funding Status: Partially funded

- **Administrative Adjudication**
  Response to Departmental Initiative: Operations and Regulatory Services initiative titled Administrative Adjudication
  Funding Status: Unfunded

- **CIS Administrative Adjudication**
  Response to Departmental Initiative: Regulatory Services initiative titled CIS Administrative Adjudication
  Funding Status: Unfunded

- **Position Management System**

Develop an effective position management system in conjunction with Finance and HR.

Response to Departmental Initiative: Human Resources initiative titled Position Management System
Funding Status: Unfunded

- **Enterprise Voice/Data Upgrade**

Upgrade of the City's telephony systems and infrastructure facilities to address public safety and business continuation concerns. The City is running on equipment that has an increasing risk of failure due to age. Should the system fail, the City would lose critical telephone service between the public and public safety (police, fire, public works and water) as well as with City Departments

Response to Departmental Initiative: BIS enterprise initiative, Minneapolis Convention Center initiative titled Phone and Network System Upgrades, MECC initiative titled Telephony Upgrade
Funding Status: Unfunded

****** End of Document ******