

# CITY OF MINNEAPOLIS

## 311 CONTACT CENTER 2010-2014 BUSINESS PLAN

DECEMBER 2010



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## WHO ARE WE?

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## **MISSION**

311 serves as the single point of contact for local government information and services providing accountability and transparency by:

- Simplifying access to information and services
- Enabling organizations to deliver services more effectively
- Tracking requests for service delivery from inception to completion
- Providing process solutions

## **VALUES**

### **Collaborative**

Our strong, strategic relationships with the private sector and governmental entities — local, regional, national and international — deliver results.

### **Engaged**

Our efforts ensure that residents and employees are engaged, empowered and able to make a difference.

### **Results-driven**

Our outcome-driven and performance-based focus delivers services that Minneapolis residents, businesses and visitors value.

### **Informed**

Our drive to learn the facts, seek alternatives, consider the big picture and analyze future implications leads to smart, confident decisions.

### **Accountable**

Our commitment to openness and responsible action generates trust between residents and their government.

### **Ethical**

Our responsibility to the public ensures that people at all levels of the organization do the right things for the right reasons.

### **Inclusive**

Our appreciation of diversity and commitment to inclusion creates a vibrant, global community.

### **Sustainable**

Our commitment to long-term fiscal and environmental stewardship ensures that today's decisions are right for tomorrow.

## **BUSINESS LINE DESCRIPTIONS**

The 311 Department is the primary source of contact for government by providing a single access point for all information and services.

- Answer questions utilizing our knowledge tools
- Initiate a Service Request within the Enterprise Case Management (ECM) system for processing by our resolving departments
- When 311 is not able to resolve a customer request or issue, we connect the customer to an expert within the City who can

## WHAT DO WE WANT TO ACHIEVE?

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### VISION

Minneapolis 311 is a high performing, customer focused center of excellence providing residents, guests and visitors with prompt, easy to use, equal access to local services and information. The 311 employees possess a passion for serving the public, are quality oriented, performance driven and operationally excellent while always seeking continuous improvement.

### DEPARTMENT GOALS, OBJECTIVES AND MEASURES (ALIGNED WITH CITY GOALS)-

The five-year goals are aligned with the City's goals in order to provide consistent observable and measurable strategies. These goals will provide direction and insight to the 311 Center as we move ahead into the next five years.

### GOALS, OBJECTIVES AND MEASURES TABLE

City Goal	City Strategic Direction	Department Goal	Objective	Measure
A City that Works	Strong Partnerships	(1) 311 prepared to handle any question or service a customer may have	Shared services governance, financial and marketing models will be implemented	<ul style="list-style-type: none"> <li>• Number of shared service partnerships</li> <li>• Number of transfers and referrals between Centers in the City</li> <li>• First Call Resolution</li> <li>• Resident Satisfaction Survey regarding 311</li> </ul>
	21 <sup>st</sup> Century Government		311 moves towards a primary portal for information and services for local partners	
			Identify the services and information that customers request most that currently are not provided	
A City that Works		(2) Customer facing city services and business processes are continuously improved	Accurate, timely and useable reports for resolving departments are provided and used	<ul style="list-style-type: none"> <li>• Managed Services Survey (% responding very satisfied or satisfied with quality of 311 reports)</li> <li>• Composite index of the percent of top 25 service requests meeting service level agreement</li> </ul>
	City Employees High-Performing		311 data will be used to identify enterprise level process improvement opportunities	
	21 <sup>st</sup> Century		Develop innovative service delivery options for local government	

A City that Works	21 <sup>st</sup> Century Government	(3) 311 is recognized as the primary portal to City non-emergency information and services	Complete and current information in our knowledge base and service requests	<ul style="list-style-type: none"> <li>• First call resolution</li> <li>• Quality Service Index (QSI)</li> <li>• Resident satisfaction survey regarding awareness of 311</li> <li>• Number of Blue Page listings for the City of Minneapolis</li> <li>• Number of transfers between Centers in the City.</li> <li>• Enterprise first call resolution (to be developed)</li> </ul>
			Departments and elected officials rely on 311 to handle customer inquiries and requests for service	
	Transparency		Customers are aware of 311 services and performance	
	Optimal Use of Technology		Enterprise perspective for customer contact services is established	
A city that Works	21 <sup>st</sup> Century Government	(4) 311 will be managed towards operational excellence - people, process and technology - to deliver the best customer service	Every 311 customer contact is an efficient, complete, and customer-friendly experience	Dashboard measures: <ul style="list-style-type: none"> <li>• First call resolution</li> <li>• Speed of answer</li> <li>• Cost per contact</li> <li>• % Calls abandoned</li> <li>• Call center service level</li> <li>• Agent utilization</li> <li>• Quality service index</li> <li>• Employee Engagement Survey</li> <li>• Resident Satisfaction Survey</li> <li>• Online Customer Feedback Survey</li> <li>• Self-service utilization</li> <li>• Website utilization</li> <li>• # of virtual agents</li> </ul>
	City Employees High-Performing		Staff time will be effectively and efficiently utilized	
			Effectively use technology to best serve the customer and employees	

## MEASURES, DATA AND TARGETS TABLE

Measure Name	2008	2009	2010	2011	2014 Target
Contact Center Service Level (% answered < 20 seconds)	80.4%	82.3%	70.5%	65%	75%
Average Speed of Answer (seconds)	18 seconds	17 seconds	27 seconds	30 seconds	20 seconds
Percent Calls Abandoned	4.0%	3.7%	5.8%	6.0%	4.0%
First Call Resolution	80.7%	83.4%	82.0%	83.0%	85.0%
Self Service Utilization	3.3%	5.2%	8.6%	10%	15%
Agent Utilization			83%	83%	85%
Quality Service Index (QSI)				78.0	81.0
Cost per Contact	\$5.95	\$7.60	\$7.85	\$7.97	\$8.26
Resident Satisfaction Survey (% Satisfied or Very Satisfied with 311)	96%		90%		95%
Employee Engagement Survey (% Favorable)		90%		85%	
Managed Services Survey – Percent very satisfied or satisfied with reports produced by 311	79%		86%		88%
New self service offerings				3 per year	3 per year
Service Requests / scripts reviewed for process improvements				12 per year	12 per year
Annual employee performance reviews completed			90%	90%	90%
Virtual agents deployed			4	5	8
Shared service partnerships added				1 per year	1 per year
Community engagement events attended				12 per year	12 per year
City of Minneapolis blue page phone number listings			105	100	80

## WHAT RESOURCES ARE WE GOING TO USE? (FINANCE PLAN, WORKFORCE PLAN, AND TECHNOLOGY PLAN)

### Finance Plan

Minneapolis 311 opened in 2006 with 34 employees and business hours of 7AM – 11PM. Over the past 5 years, budget cuts have reduced 311 staffing by 17.6% and business hours by 25%. Additionally, service level response times have declined and customers are waiting longer than they have before.

Efforts taken to mitigate these budget cuts have included actions taken to improve:

- First call resolution
- Customer self service utilization
- Workforce scheduling and utilization
- Employee engagement and development
- Technology usability and functionality
- Reporting and data analysis

However, General Fund budget shortfalls will likely continue for the next 5 years requiring 311 to continually reinvent itself, its business model and its service delivery options in order to continue to meet customer demands. Of additional concern is the availability of funds that will be needed to make needed investments in technology in the future.

City of Minneapolis  
311  
Financial Plan (in thousands of dollars)

	2008 Actual	2009 Actual	2010 Current Budget	2010 Projected	2011 Budget	% Chg from 2010 Budget	2012 Fore cast	2013 Fore cast	2014 Fore cast
<b>Revenues:</b>									
0000 08 - CHARGES FOR SERVICES	3	3	-	-	-	0.0%	-	-	-
0000 16 - OTHER MISC REVENUES	0	-	-	-	-	0.0%	-	-	-
Sub Total	3	3	-	-	-	0.0%	-	-	-
Revenues to meet the financial forecast: Assumption: Revenue of \$24,000/year (12,000 calls) realized in 2014 from Partnership.			-		-	0.0%	-	-	24
Total	3	3	-	-	-	0.0%	-	-	24
<b>Expenditures:</b>									
4000 00 - SALARIES AND WAGES	1,467	1,529	1,417	1,417	1,418	0.1%	1,462	1,510	1,562
7800 00 - FRINGE BENEFITS	523	626	628	628	646	2.7%	665	688	711
5000 00 - CONTRACTUAL SERVICES	701	1,019	955	955	1,095	14.6%	1,128	1,166	1,206
6000 00 - OPERATING COSTS	58	26	20	20	44	121.8%	46	47	49
Sub Total	2,750	3,200	3,020	3,020	3,202	1	3,301	3,411	3,528
Expenditure changes to meet the financial forecast: Assumption: increased costs in line with increased revenues from partnership in 2014.									24
Total	2,750	3,200	3,020	3,020	3,202	6.0%	3,301	3,411	3,552
Difference	(2,747)	(3,197)	(3,020)	(3,020)	(3,202)	-6.0%	(3,301)	(3,411)	(3,528)
<i>311 is funded through City General Fund. Future revenues will be used to offset 311 general fund ex</i>									

### **Workforce Plan**

311 employees are a highly efficient, professional, engaged, diverse and customer focused team. They are passionate about their work and the customers they serve.

### **Employee Engagement**

311's 2009 Employee Engagement survey returned very high marks from the 311 employees in all areas. 311 received a 90% favorable rating compared to 58% for the City Overall. 3 areas that 311 will continue to focus on will be:

- Employee recognition
- Performance feedback
- Communication

### **Employee and Leadership Development**

The 311 Leadership Team and 311 Customer Service Agent 2's have participated in 360 feedback surveys. The results from these surveys are being used to create tailored professional development plans. Additionally, 311 Leadership has partnered with Human Resources in analyzing our competencies using the Lominger Model. We will look to identify and understand any gaps in our competencies and create strategies to fill them.

### **Multilingual Staff**

311 continues to work with Human Resources and community partners when filling any vacancies with multi-lingual employees. Our current third party interpretive process that is in place for Limited English Proficiency customers is adequate, however, 311 would like to bring that level of service in-house and available through our own staffing resources.

### **Training**

311's training program ensures that 311 staff is up to date with information and processes in order to have a well balanced understanding of the workings of the City. This level of knowledge is sought after by other departments when it comes times to fill vacancies. It is a benefit to the enterprise to see 311 staff take another position within the City. It benefits the whole organization. The staff of 311 will follow the enterprise training for ethics, diversity and other required sessions as recommended.

### **Bargaining Unit Partnerships**

311 has benefited from a strong working relationship with our bargaining units and will continue to build these relationships through day to day interactions, Labor & Management Committee & Subcommittees, Letters of Agreement and regular communications.

### **Alternative Work Arrangements**

The Virtual Agent program is in the pilot stage and will be analyzed for success at the conclusion of the pilot. Further developing a flexible staffing model will be a key driver in meeting our departmental service goals in the next five years.

**Workforce Key Objectives:**

	<b>Measurement</b>	<b>Short-Term Actions</b>	<b>Long-Term Actions</b>
<b>Performance Management (including professional development plans)</b>	95% of 311 staff have complete annual reviews registered in the HRIS. Professional development plans will be addressed where needed.	Continue with annual performance reviews as scheduled. Document professional development plans for those that are showing the capacity to progress.	Continue to complete annual reviews of all 311 staff and register within HRIS. All 311 Leadership will have professional development plans completed.
<b>Employee Engagement Survey Response</b>	Continue to receive 90% or greater favorable results.	Prepare for lower scores due to business impacts of reduced resources.	Look to increase survey scores through increased resources and balancing work/life issues with staff.
<b>Diversity Strategy</b>	All 311 staff complete the diversity training.	Schedule new staff for training and refresher classes where appropriate.	Keep on schedule for diversity training and refresher classes.

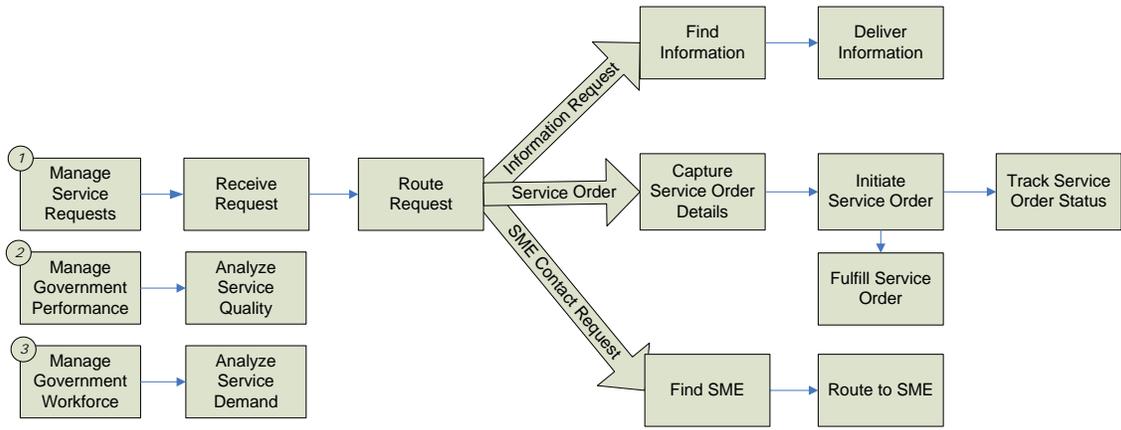
**Technology Plan**

Technology planning focuses on the business capabilities that are supported by technology today and what technology changes will be required to support them into the future. This plan will capture the current state of the business technology used by 311, including lifecycle status of current business solutions as a driver for technology change. It also will forecast future technology needs around two questions: 1) is anything changing about what is required to support current business capabilities? 2) Is anything changing that will drive addition of new business capabilities (and new technology solutions)?

Current State Technology Assessment

**1.1. 311 Business Capability Model**

This model illustrates the business capabilities in 311. (See Glossary section at the end of this document for a definition of Business Capability Model and further description of these capabilities.)



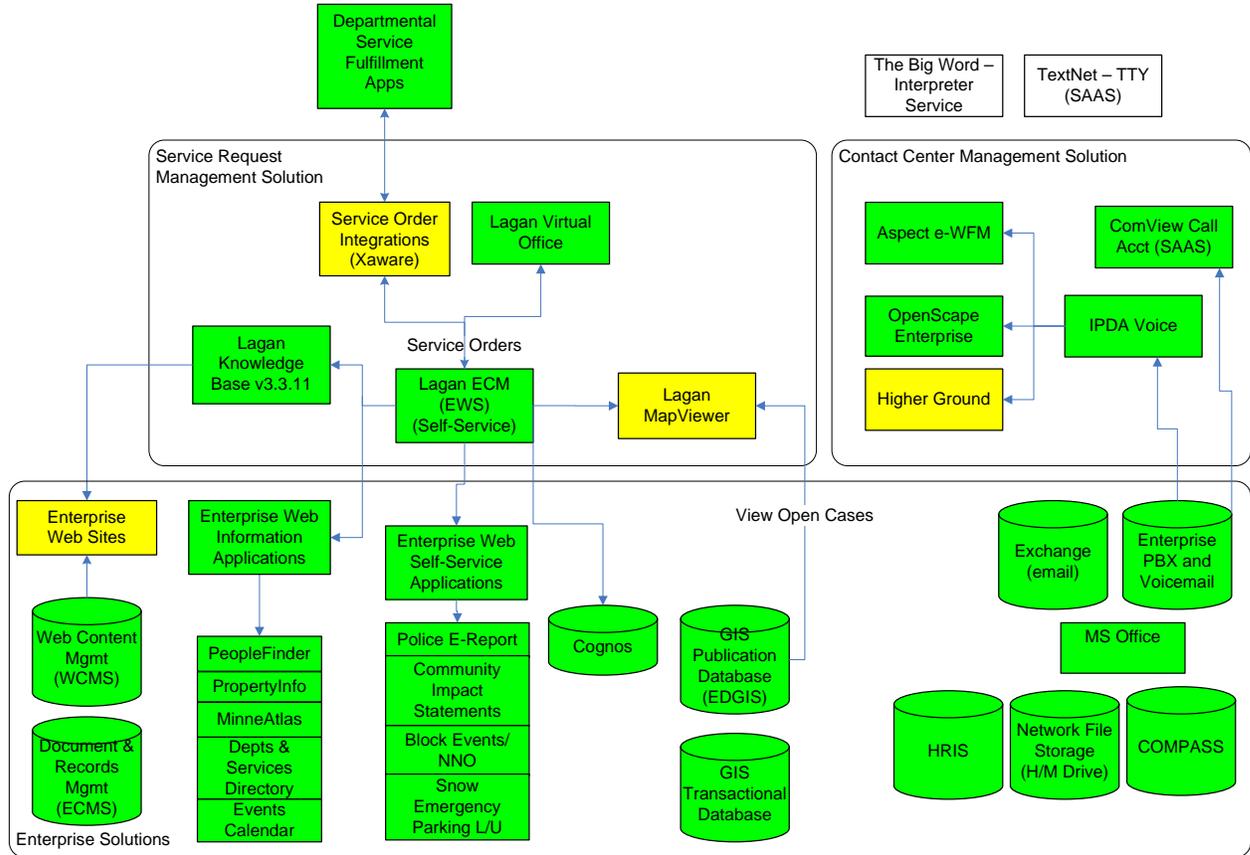
Supporting Capabilities



## 2. Technology Change Drivers

### 2.1. Application Lifecycle Drivers

#### 2.1.1. Current State Applications / Solutions Status



See Appendix B for Technology Assessment Key (Green, Yellow, Red)

### 2.2. 311 Business Change Drivers

The business models for 311's across the nation continue to evolve and mature. 311's continue to enable improvements in how local government delivers customer service to its customers. Transparency and multiple customer service delivery platforms are becoming common place for 311. 311 services are becoming more reflective of the need to provide greater service to an ever wider customer base. In the midst of these drivers are the budget challenges that all governmental organizations are facing. Minneapolis 311 recognizes these drivers and are taking steps in the following areas.

**Continuous Quality Improvement:** 311 seeks to continually improve the services it provides to citizens and to departments that use 311.

**Flexible Staffing:** Not be limited by seats in the call center for the number of staff who can be working at any given time. Ability to forecast contact volumes and temporarily modulate staffing levels: by season, for scheduled events, or during emergencies.

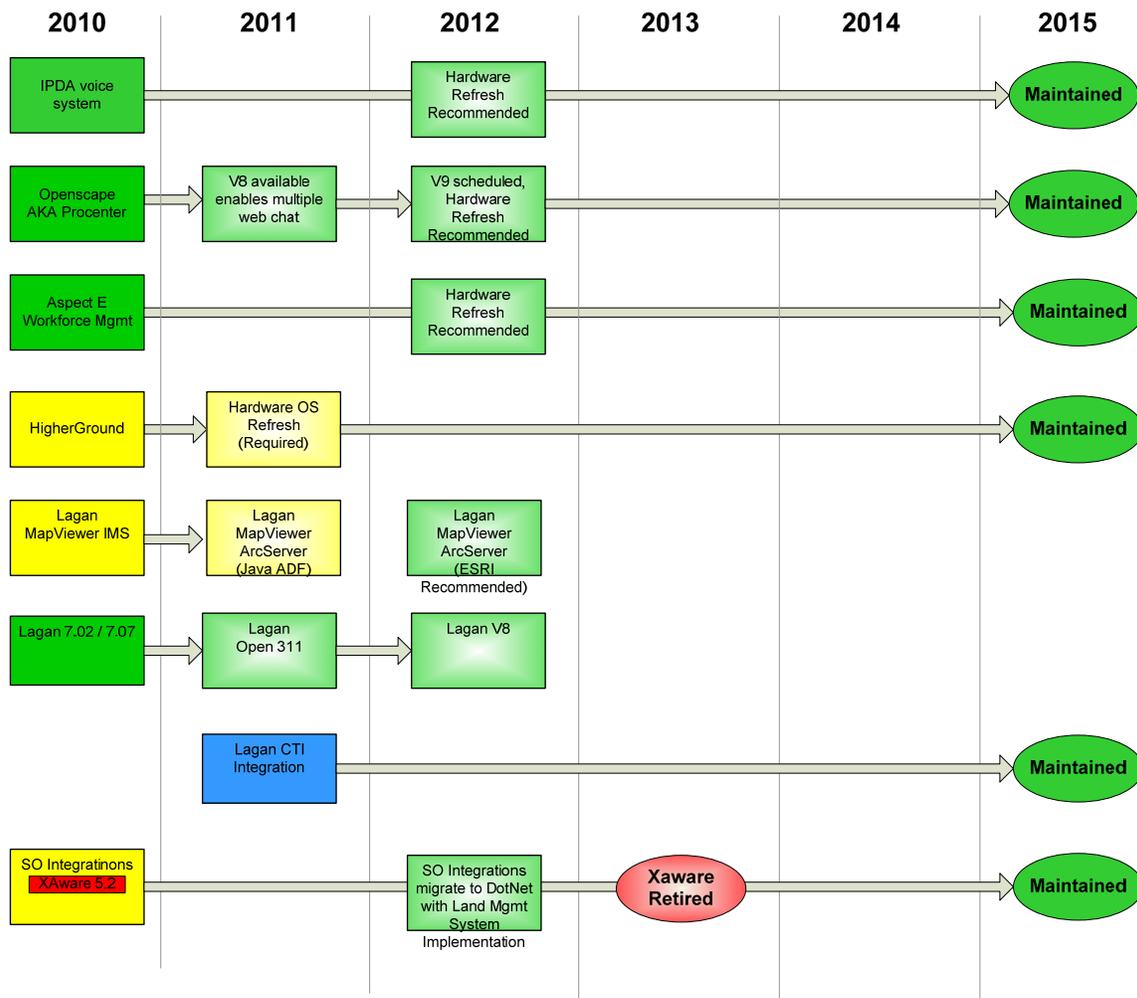
**Mobile 311:** Ability to serve customers in the field during events or in high need locations.

**Citizen Self-Service:** Create multiple channels for online self-service, promote to increase utilization; integrate self-service to existing information sources and service request management applications to maintain service quality, gain efficiencies and control operating costs.

**Consolidate Call Centers:** Gain efficiencies and reduce overall enterprise operating costs by consolidating / integrating existing City call centers and taking advantage of scalable technologies and process.

**Become a Regional 311 Service Provider:** Provide comprehensive public sector customer service, generate revenue, and gain efficiencies by contracting with regional governments, agencies and NGOs to provide 311 contact center services. For example, provide concierge services to the Convention and Visitor's Bureau and/or to sponsors of major events at the convention center.

### 3. Technology Solutions Roadmap



<b>Solution / Application</b>	<b>Roadmap Narrative</b>
IDPA Voice	Hardware refresh recommended before year-end 2012; may be required sooner if performance degrades or software compatibilities emerge.
Openscape	V8 released in 2011. Will enable multiple web chat when/if implemented.
Aspect E Workforce Mgmt	No roadmap changes identified.
Higher Ground	Hardware / OS Refresh required by year-end 2011 – Operating System no longer supported by vendor.
Lagan Mapviewer	Will migrate to ESRI Java ADF temporarily; ESRI roadmap will recommend migrating off Java ADF.
Lagan (all components)	Upgrade to 7.0.10 will be complete in early 2011. Open 311 API is funded to be available for implementation in 2011. Lagan V8 may be available late 2011, recommend implement mid to late 2012.
Lagan CTI Integration	Scheduled to be implemented in 2011.
Service Order Integrations	Schedule refactoring to coincide with changes that will be required by the Land Management Systems changes. Target XAware to be retired no later than 2013.

***Technology Projects List***

<b>Project</b>	<b>Year Started</b>	<b>Projected Cost</b>	<b>Funding Status</b>
Higher Ground	2011	45K	Funding source not identified
Lagan upgrade to v7.0.10	2010	55-60K	Funded from 311 operating budget
Openscape/Lagan CTI integration	2011	20-25K	Funded from 311 operating budget
Lagan v8 upgrade	2012	75-100K	To be determined
Lagan Open311 API	2011	50K	From one time funding allocation.
Openscape v9 upgrade	2012	50K	To be determined
Lagan dbase upgrade to Oracle 11g	2014	15-20K	To be determined
XAware replaced	2012	TBD	To be determined

by .net platform			(Costs most likely shared among LMS project, BIS enterprise services, 311 and stakeholder departments)
Lagan mixed media for email integration	2014	80-100K	Funding source not identified
Voice Recognition Auto Attendant	2014	150-200K	To be determined

Foundation Documents

**Appendix A: SWOT (Strengths, Weakness, Opportunities, Threats)**

	<b>Positive/Helpful</b>	<b>Negative/Harmful</b>
<b>Internal</b>	<ul style="list-style-type: none"> <li>• Phone</li> <li>• Email</li> <li>• Scaleable Technology</li> <li>• Professional Staff</li> <li>• Integrative Technology</li> <li>• State of Art Technology</li> <li>• Quality Assurance</li> <li>• Bargaining Unit Relationship</li> <li>• Training</li> <li>• Employee Engagement</li> <li>• Enterprise Reporting</li> <li>• Customer Service</li> </ul>	<ul style="list-style-type: none"> <li>• Text Messaging</li> <li>• Knowledge Base Use</li> <li>• Knowledge Base Reporting</li> <li>• Network Bandwidth</li> <li>• Service Request Closing in Question</li> <li>• Ability to Modernize</li> <li>• No Research &amp; Development Budget</li> <li>• Lower Service Level</li> <li>• Capturing benefit of 311 qualified/realized</li> <li>• Lack of Integration</li> <li>• Uniform Addressing</li> <li>• Enterprise vision of 311</li> <li>• Complacency</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>• County Partnership</li> <li>• Independent Agency Partnership: Meet Minneapolis, Park Board, Library, School</li> <li>• Other City Government partnership</li> <li>• External Reporting</li> <li>• Transparency</li> <li>• Multi-modal customer service</li> <li>• Virtual Agent</li> <li>• Ambassador/Kiosk/Mobile</li> </ul>	<ul style="list-style-type: none"> <li>• Outsource</li> <li>• Reduce Budget/LGA</li> <li>• Customer Apathy</li> <li>• Competition</li> <li>• 311 viewed as Perk-close</li> <li>• 311 Hostile Takeover</li> <li>• Ordinance Change</li> <li>• Regulation</li> <li>• Natural/man-made disaster</li> </ul>

## Appendix B: Technology Analysis

Business Capability and Description supporting table 1.1.

<b>Capability</b>		<b>Description</b>
<i>Core Capabilities</i>		
1	Manage Service Request	Ability to receive, route and fulfill requests for information and services.
1.1	Receive Request	Ability to receive requests for information and/or services via multiple channels: e.g. phone, e-mail, web chat and text (future).
1.2	Route Request	Ability to interact with requestor to route the request to the correct procedure or source via skills based routing. Three categories represented in the model for core services: Information Request; Service Request; Contact Request
1.3	Find Information	Search among available sources to find the requested information.
1.4	Deliver Information	Provide the requested information
1.5	Capture Service Order Details	Take required information from the requestor to initiate a service request.
1.6	Initiate Service Order	Create and route service order to service provider
1.7	Track Service Order Status	Capture status information about a service order to track progress toward fulfillment.
1.8	Fulfill Service Order	Execute the requested service.
1.9	Find SME	Ability to find contact information for subject-matter-expert on behalf of requestor.
1.10	Transfer to SME	Ability to dynamically reroute requestor to a subject-matter-expert (e.g. transfer call, forward e-mail, invite into group chat)
2	Manage Government Performance	Enterprise capability – the ability to manage and report to citizens on government performance
2.1	Analyze Service Quality	Provide feedback to City management and the public showing quality of City's service delivery.
3	Manage Government Workforce	Enterprise capability – the ability to analyze and plan service needs and government priorities and allocate resources accordingly.
3.1	Analyze Service Delivery	Analyze data about who, where, what, services are being requested to inform City management decisions about allocation of resources.
<i>Supporting Capabilities</i>		
4	Manage Government Workforce (311 Staff)	Enterprise capability mapped to departmental capability. For this department:

		Ability to forecast and schedule resources and monitor adherence to schedules for agents. Ability to assure quality of contact center customer interactions. Ability to manage agent performance and efficiency.
4.1	Allocate Resources	Ability to forecast and schedule resources based on service demand.
4.2	Measure Performance	Ability to establish and measure performance metrics to assure quality of contact center interactions and staff productivity.
5	Manage Knowledge	Enterprise capability that maps to 311 in what department terms as "Knowledge Management". This is the ability to provide the right knowledge to the right people at the right time. This is different from enterprise information management (EIM) but EIM feeds into Knowledge Management. (311 has a role in enterprise information management). The City does not currently have a Knowledge Management initiative.
5.1	Index Information	Ability to capture and maintain metadata about information sources, for example, information repositories and subject matter experts.
5.2	Manage Content	Ability to establish, populate, index and maintain repositories of information.

**311 Current Technology Applications/Solutions - Capabilities List**

This list shows the BIS applications/solutions that 311 currently employs to support business capabilities.

Application	Description	Funding Scope	Capabilities Supported
Lagan Govt CRM/ECM	<i>Lagan Government Customer Relationship Management:</i> Suite of Lagan applications for managing service requests. Includes Enterprise Case Management (ECM) service-order management functionality. Some Lagan components are described in more detail below.	311	All
Lagan EWS	AKA Lagan ECM. Portal	311	1.1, 1.2, 1.4, 1.5,

	application used by contact-center agents to receive and route service requests during live (real-time) phone or email request interactions with customers. Portal can host Lagan applications as well as other applications used to route and/or deliver service.		1.6,
Lagan Knowledge	AKA KPS Knowledge Base. Intelligent search engine that can index content collections. Has functionality to self-tune (optimize search results) based on user feedback about search success. Also allows users to capture and index knowledge articles (separate content collections) on the fly.	311	1.3, 1.4, 5.1, 5.2
Lagan Self-Service	Application that makes ECM service-order e-forms available via public or intranet web sites.	311	1.1, 1.2, 1.5, 1.6, 1.7
Lagan Virtual Office	Application used by departments that implement service-order workflows on the Lagan system to manage the service-fulfillment workflows. Departments can initiate their own Service Orders as well as work Service Orders initiated by 311 or public self-service users.	311 – (Depts pay for user licenses)	1.6, 1.7, 1.8
Lagan Map Viewer	Application (utility) used to view a map service-order status by geographic location. Integrates City of Minneapolis enterprise spatial map layers.	311	1.6, 1.7
Service Order Integrations - XAware	Java applications using X-Aware to route Lagan-generate service orders to other departmental fulfillment workflow applications, for example, Kiva and Digital Health. XAware platform is supported by the Enterprise, 311 funds work to maintain the Service	311 / Enterprise	1.6, 1.7, 1.8

	Order integrations on this platform.		
Enterprise Web Sites	Web content collections managed in Oracle WCMS. Lagan Knowledge search engine indexes these collections as part of the enterprise knowledge base of government services and information. Collections are also indexed by two search engines: Google Search (public web) and Yahoo Search (citytalk). 311 is a primary stakeholder for change-management in these collections and repositories. These collections and sites represent the delivery platform for self-service.	Enterprise	1.3, 1.4, 5.1, 5.2
Enterprise Web Information Applications	DotNet Web applications that provide information self-service to citizens. 311 is a primary stakeholder for functionality and change-management in these services.	Enterprise	1.3, 1.4, 5.1, 5.2
PeopleFinder	CityTalk web information application that serves as the online staff directory. Maintained by BIS Telecom. Supports search by name, department, location and keyword.	Enterprise	1.9, 1.10
Department and Services Directory	Public / CityTalk web application that provides a directory of services and department contacts. Can be browsed (by alphabet) and supports keyword search.  311 is an information steward; staff use an admin application to maintain content in this repository. (See information list)	Enterprise	1.9, 1.10 Self-service, include 1.1, 1.2

Enterprise Web Self-Service Applications	Dotnet Web Applications funded by departments to provide self-service to citizens. 311 Agents can use these to initiate and fulfill service orders via automated workflows.		1.1, 1.2, 1.5, 1.6, 1.8
Police E-Report	In addition to public self-service version of this application, there is an instance that is used by 311 agents to take an extended set of crime reports. This application interfaces to CAPRS – crime reports are submitted to CAPRS, an official police report is generated from CAPRS and provided to 311 agent who can send to contact. (Police E-Report allows agents to capture and fulfill service order because of automated workflow routing through CAPRS system)		1.1, 1.2, 1.5, 1.6, 1.8
Cognos	Enterprise business intelligence and reporting functionality. Used by 311 to provide both standardized/scheduled reports as well as ad hoc reports to aid in the management of services for other Enterprise departments. Many reports are integrated into Results Minneapolis presentations.	Enterprise – department s license client software	2,3,4,5
IPDA Voice	Voice system with standalone survivability. IP Distributed architecture allowing a remote shelf at the facility networked to the enterprise voice system	Enterprise	1.1, 1.2
Openscape Enterprise	Contact center solution delivering voice, email, live web contacts and routing. Formerly ProCenter.	Enterprise	
Aspect e-WFM	Workforce management of scheduling, forecasting and reporting of schedule adherence.	Enterprise	
Higher Ground	Call recording and screen capture used for Quality	311 specific	

	Assurance and call review purposes.	instance currently Enterprise funded	
ComView Call Acct (SAAS)	Telecom Expense Management solution.	Enterprise	
The Big Word	Language interpreter services	311	
Telnet TTY	Hearing impaired relay services	311	
COMPASS / HRIS	Enterprise Resource Management applications.	Enterprise	3, 4

*Information (Data Sets) List*

<b>Data Set</b>	<b>Description</b>	<b>Stewardship Scope</b>	<b>Capabilities Supported</b>
Lagan	Transactional data captured by Lagan applications. Includes Lagan Knowledge usage analytics. Knowledge articles in Lagan Knowledge	311	All
Contact Center	Transactional data captured by contact center management applications	311	1.1, 1.2, 4
Web Content Collection	Web content information maintained (published to web sites) in Oracle WCMS. 311 is a primary stakeholder in change-management of this collection.	Enterprise	1.3, 1.4, 5.1, 5.2
Contact Database	Database that contains the staff directory information used by PeopleFinder. BIS telecom maintains data on behalf of the enterprise.	Enterprise	1.9, 1.10
Department and Services Database	Database that contains the departments and services information for the Departments and Services application. Maintained by 311 and BIS (plus some departments who manage their own contact	Enterprise /311	1.9, 1.10, 1.3, 1.4 (Add 1.1, 1.2 for self-service)

	information) on behalf of the enterprise.		
EDGIS	Enterprise land data store that makes enterprise land information, including spatial data, to a variety of web information and self-service applications. Lagan map viewer integrates to this data source.	Enterprise	1.3, 1.4, 5.1, 5.2

*Technology Assessment Status / Lifecycle Change Drivers supporting graph 2.1.1.*

<b>Application</b>	<b>Status</b>	<b>Status / Lifecycle Change Drivers</b>
Lagan	Green	Lagan products, with exception of MapViewer utility, are considered green: appropriately architected and maintained – designated solution through 2015. Major version upgrades are anticipated every 1-3 years.
Lagan Map Viewer	Yellow	MapViewer utility is being re-architected (temporarily) as part of 2010 Lagan upgrade. Another modification to the architecture will be needed in next few years to align with ESRI (enterprise GIS) roadmap.
SO Integrations / XAware	Yellow	Integration solutions are being maintained but should be refactored to use DotNet platform. XAware platform is targeted for replacement within the next two to three years. Refactoring projects should be scheduled to coincide with implementation of Land Management System solutions.
Enterprise Web Sites	Yellow	Enterprise WCMS is being rearchitected in a project that will be complete in 2011. Will impact index pointers in Lagan Knowledge and may cause significant reconfiguring of the Lagan Knowledge indexes.
IPDA	Green	Designated enterprise solution through 2015.
Openscape Enterprise	Green	Designated enterprise solution through 2015. Hardware is approaching end of life (5 years), refresh should be scheduled.
Aspect e-WFM	Green	Designated enterprise solution through 2015. Considered green: appropriately architected and maintained – designated solution through 2015. Hardware is approaching end of life (5 years)

		refresh should be scheduled.
Higher Ground	Yellow	Designated enterprise solution through 2015. Yellow because the vendor will no longer support the product on the current server Operating System as of 2011. Hardware is approaching end of life (5 years) refresh should be scheduled as soon as possible to resolve the vendor support issue.

*Business Drivers – Solutions – Capabilities Impact supporting section 2.2.*

<b>Driver</b>	<b>Technology Solution</b>	<b>Business Capability Impact</b>
Continuous Quality Improvement	Implement Lagan upgrades to implement new functionality that can improve staff efficiency and/or service quality.	Potential to improve performance in all capabilities that are supported by Lagan.
Continuous Quality Improvement	Implement CTI integration between Call Center solutions and Lagan	Improve performance of Manage Service Requests capability. Faster to receive and route requests received by telephone.
Flexible Staffing	Implement Remote Agent solution; Expand number of virtual workers.	Improve Manage Government Workforce capability.
Mobile 311	Implement ability to provide 'walk-up' services in the field.	Extend Manage Service Request procedure to a new channel
Citizen Self-Service	Implement Open 311 API to Lagan so that the City and/or entrepreneurs can develop and market applications citizens can acquire for self-service submission of common service orders.	Improves performance of Manage Service Requests by reducing number of requests made via agent-mediated channels.
	Drive more citizens to the City's public web site for information self-service through promotion and/or improvements in user experience and satisfaction	Improves performance of Manage Service Requests by reducing number of requests made via agent-mediated channels.
Consolidate Call Centers	Evaluate and, if necessary expand capacity of existing contact center and Lagan platform to support function of other call centers at the City. Implement new service order management solutions on Lagan Platform.	Improves performance of Manage Service Requests and information (enterprise) by reducing redundant staffing and technology costs.
Become	Evaluate and, if necessary expand	Improves performance of

Regional Service Provider	capacity of existing contact center and Lagan platform to support the increased usage. Includes research on network implications of cross-organizational routing of service-orders.	Manage Service Requests by generating revenue to help fund staffing and technology costs.
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## Glossary

Business Capability Modeling	This is a methodology BIS is adopting to help make sure that the City's technology planning is aligned to the specific needs and strategies in each department and to the shared needs and strategies of the enterprise. A business capability models <i>what</i> work a business function does. It is different from a business process, which describes procedurally <i>how</i> work is done.
Application	For purposes of this document an application describes a specific software product that has been acquired or built and implemented as part of a solution
Solution	For purposes of this document, a solution describes one or more applications and/or services that have been implemented to enable a business capability.

## BIS Technology Assessment Rating Key

Following conditions have been used by BIS to assign Technology Assessment Rating to applications/solutions.

Green	Strategic / Available (has a life of at least 3 years with continued enhancements and maintenance)
	Product, technology or application is available and proven for enterprise use. It is well-architected and it is the default choice for core enterprise functionality. It is the strategic choice and will continue to be enhanced for the intended business purpose. Production use is encouraged. There is full institutional support.
Yellow	Has less than 3-years expected life:
	Product, technology or application is being evaluated. This includes research, proof of concept, and pilot. Production use requires an approved exception. Minimal institutional support – primary support provided by the sponsoring project/area.

	<b>Maintained</b>
	Product, technology or application is being maintained, but is being considered for replacement, refactoring <sup>1</sup> or retirement. Production use allowed for existing services, including additional purchases to meet capacity requirements. New usage requires an approved exception. There is full institutional support.
Red	<b>Sunsetting</b>
	Product, technology, or application has been identified for sunseting. It could be nearing the end of life by vendor, it may be poorly architected, or it may no longer meet business needs. New production use is not acceptable. There is limited and reducing institutional support.
	Product, technology or application is either:
	1. Retired – Production use is not acceptable. There is no institutional support.
	2. Unacceptable – Production use is not acceptable. It never existed in the environment and has been identified as not suitable for CoM. There is no institutional support.
	3. Limited Production Use – It has been approved for limited use in a specific area as an exception. Production use requires an approved exception. Minimal institutional support – primary support provided by the sponsoring project/area

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<sup>1</sup> Refactoring is when a software product is substantially redesigned for a new platform or code base and redeployed without necessarily changing or enhancing the business functionality it provides.