

**CITY OF MINNEAPOLIS
COMMUNICATIONS DEPARTMENT
2011-2015 BUSINESS PLAN**

JANUARY 2011



TABLE OF CONTENTS

WHO ARE WE?	
Mission & Values.....	3
Organization chart	4
WHAT DO WE WANT TO ACHIEVE?	
Vision.....	4
Department goals, objectives and measures	5
Department measures and targets.....	8
WHAT RESOURCES ARE WE GOING TO USE?	
Finance Plan	8
Technology Plan	9
Workforce Plan	10
Equipment and Space Plan	10
FOUNDATION DOCUMENTS	
Planning & Engagement Activities in	
Business Plan Development.....	Appendix A
Communications Department	
Results Minneapolis Report.....	Appendix B
Communications Department	
BIS Tech Plan (Coordinator departments) ..	Appendix C

WHO ARE WE?

MISSION

To proactively partner with City departments and policymakers and be a driving force in effectively and accurately communicating information about the City, promoting transparency, and inviting the public to engage in the governing process so people who live, work, and play in Minneapolis better understand, appreciate, and benefit from the work the City does.

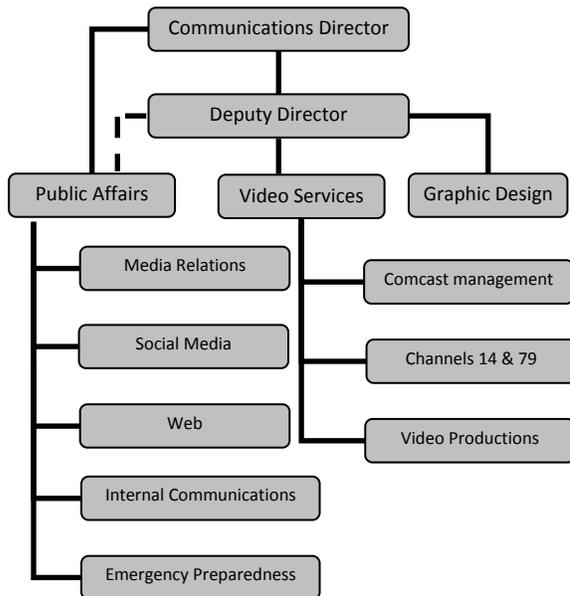
COMMUNICATIONS DEPARTMENT VALUES

- Teamwork
- Honest & Accurate
- Innovative & Creative (Ingenuity)
- Proactive

CITY OF MINNEAPOLIS VALUES

- Collaborative
- Engaged
- Results-driven
- Informed
- Accountable
- Ethical
- Inclusive
- Sustainable

ORGANIZATION CHART



WHAT DO WE WANT TO ACHIEVE?

VISION

The City of Minneapolis is recognized locally, regionally and nationally for its high quality of life and sound and innovative governance. It has a well-informed and engaged public that is knowledgeable of City services, processes, and issues and proud of the value and quality the City provides.

GOALS, OBJECTIVES AND MEASURES TABLE – ALIGNED WITH CITY GOALS

The Communications Department’s work is done in support of the City enterprise, and therefore many of our departmental goals and objectives help to drive all of the City’s goals and strategic directions to some extent. Those Communications goals and objectives that are specific only to certain City goals and strategic directions are noted as such.

City Goal	City Strategic Direction	Department Goal	Objective	Measure
All	All	Deliver open transparent access to City news and information	City’s online assets (web, social media, etc) are well-managed and utilized, and provide 24/7 access to City news, information and online services.	Percent of respondents in Citywide survey who “feel informed by City Government on Major issues in the City” Website and social media usage and growth over time. Citywide survey respondents’ perceptions of usefulness of information, ease of use, and design and graphics.
			Minneapolis video services productions and Channel 79 programming provide professional, round-the-clock access to City news and information, the policy-making process, and opportunities to get involved in the policy-making process.	Hours of meetings produced for live/video broadcast, number of videos produced.
			Media inquiries and data practices requests are managed professionally, accurately, and in a timely manner in partnership with all City departments.	Number of media inquiries managed/closed on deadline. Percent of respondents in management survey who are satisfied with media relations services.
			City departments receive strategic communications and issues management support for key City projects and initiatives.	Percent of respondents in management survey who are satisfied with strategic communications and issues management support.

All; Emphasis on CITY GOAL: Many People, One Minneapolis	All: Emphasis on: New arrivals welcomed, diversity embraced		Maximize opportunities to promote City news and priorities among non- English speakers	Communications for non- English speakers indicator (under development).
All	All	COMMUNICATIONS GOAL: Manage the City's image so that Minneapolis is recognized as safe, green, healthy, vital, diverse and well-managed	Communications plans proactively highlight the City's goals & strategic directions and leverage all existing (and emerging) communications tools and channels.	Number of communications plans developed. Media relations/Web/social media usage based on priorities (media events/releases, web hits, facebook fans, Twitter followers, reTweets).
			Develop and manage City government brand identity	
			The department is prepared to manage the communications around daily and major community crises.	Communications staff trained in emergency response/communications.
			Strategic partnerships are developed and leveraged when needed to advance promotion of the City's goals and strategies.	Measure under development.
			Minneapolis video service productions and Channel 14 programming are professional, utilized to promote City's goals and strategies, and leveraged using the City's online presence. Ensure City makes appropriate use of/implements best practices related to the future of Government, Public & Education access channels	
CITY GOAL: A City That Works	STRATEGIC DIRECTIONS: • City employees high- performing,	COMMUNICATIONS GOAL: Partner with City departments and leadership to foster an engaged	Employees are informed of relevant City news and information and are engaged in enterprise-wide efforts to improve services	Ratings from management survey that measure satisfaction with keeping departments informed of news coverage.

	<p>engaged and empowered</p> <ul style="list-style-type: none"> • 21st century government: collaborative, efficient and reform-minded 	<p>and informed City workforce</p>	<p>and the workplace.</p>	
			<p>City departments receive strategic communications and issues management support for key internal issues and projects.</p>	<p>Ratings from management survey that measure satisfaction with assisting departments in communicating services, issues, etc. with City employees.</p>
			<p>City employees are aware of available Communications resources, and as appropriate, are trained in best practices in communications tools and approaches.</p>	<p>Number of trainings conducted and employees trained.</p> <p>Training evaluation responses.</p>
		<p>COMMUNICATIONS GOAL: City's Communications strategies and tools continuously evolve and improve to match emerging trends and best practices</p>	<p>Communications staff are able to provide excellent service to City departments thanks to training, professional growth opportunities and a supportive work environment.</p>	<p>Responses to Employee survey questions:</p> <ul style="list-style-type: none"> • Employees are getting the training & development needed to keep up with customer demands;
			<p>Communications is innovative, and staff identify and incorporate best practices and continually seek ways to improve communications tools and service delivery.</p>	
			<p>Communications employees are recognized for their contributions, have opportunities to learn and grow and receive timely performance feedback.</p>	<p>Responses to Employee survey questions:</p> <ul style="list-style-type: none"> • My immediate supervisor gives me useful feedback ... • I regularly receive appropriate recognition when I do a good job • I am satisfied with the

				learning and development offerings provided by the City of Minneapolis.
			The Communications Department staff reflects the diversity of the City of Minneapolis.	Workforce demographics

MEASURES, DATA AND TARGETS TABLE

Selected measures, data and targets used in [Communications Department Results measures](#) can be found in Appendix B.

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

FINANCE PLAN

INTRODUCTION

The Communications Department budget is funded entirely through the general fund. For 2011, the City Council approved a total Communications Department Budget of just over \$2.3 million. Of this:

- 50% is salaries & benefits
- 30% is Minneapolis Television Network
- 17% fixed internal charges (BIS/Rent/Self Insurance, etc)
- 3% other (supplies, professional development, equipment, etc)

While the department's budget is not segmented by individual divisions, the salaries, benefits & fixed charges (excluding MTN payment) are broken down accordingly:

- 64% Public Affairs (media relations, web & social media, employee communications, emergency/crisis communications)
- 20% Video Services
- 13% Graphic Design

In 2011, the department anticipates annual revenues (to the general fund) of approximately \$3.55 million. Of that, about \$3.1 million is cable franchise revenue and \$450,000 in Access Fees (Public, Educational, and Governmental Access fees through Comcast). It should be noted cable franchise fees are calculated at 5% of Comcast's

gross revenue; therefore any growth in revenues received are dependent on the company's revenue increases. The Access Fees paid to the City by Comcast are expected to roughly double in 2012 based on a schedule fee included in the 2006 settlement agreement. It will remain at approximately that level through 2015.

FIVE-YEAR FINANCIAL DIRECTION (2012 – 2016)

There are no additional cuts slated for the Communications Department, within the current five-year financial direction.

**City of Minneapolis
Expense Budgets- Non-Grant funds (in thousands of dollars)**

	2010 Current Budget	2011 Approved Budget	2012 FYFD	2013 FYFD	2014 FYFD	2015 FYFD
Communications	2.434	2.315	2.370	2.426	2.510	2.615

CAPITAL LONG-RANGE IMPROVEMENT (CLIC) PROGRAM (2011 TO 2015)

The Communications Department has not received any CLIC funding for its equipment needs. However, based on the approaching need to replace aging video and audio equipment in Council Chambers, this may be pursued as an option.

TECHNOLOGY PLAN (SEE APPENDIX C FOR BIS DETAIL)

Technology plays a key role in how the City communicates with its residents and other stakeholders, and the tools and technology available to improve how we deliver information and create two-way dialogue is evolving quickly. The Communications Department will increasingly rely on online tools and video to deliver news and information to our employees, residents, the media, and our stakeholders.

The Communications Department business plan speaks specifically to how we intend to address these current technology trends as a department (or in collaboration with other departments):

- **Increasing need to promote/produce City news and information for online and remote audiences.** The public is increasingly accustomed to relying on online

sources (mobile web, web apps, social media, etc.) to conduct business and receive news and information.

- **Delivering on the increase in video demand.** The City (through Communications) has a long history of producing videos for public consumption – most typically for viewing on the two government television channels. However, online video viewership has exploded, and people are now accustomed to receiving their news (and entertainment) accordingly. The Communications Department is in the early stages of shifting our productions to meet this online demand, both for our internal and external communications needs. The City’s web and bandwidth will be pushed to accommodate these expanded needs.
- **Collaborative technology.** There are many tech tools available to assist communities (cities, neighborhoods, employers) in collaborating to strengthen teams and deliver outcomes. The Communications Department plans to pursue (ideally in partnership with BIS, Neighborhood & Community Relations, HR ...) a tool or tools that could be used with our employees, our departments (in working with communities and seeking input) and recommended to neighborhood/community organizations seeking to greater collaboration with their stakeholders.
- **Online Services.** Minneapolis is known as an innovative government. To maintain that position, it is imperative that it continue to use technology (web, etc) to find new ways for our customers to more easily do business with the City and for City government to find more efficiencies in our operation.

WORKFORCE PLAN

The Communications Department has integrated its workforce goals and objectives into our business plan – specifically in Goal #4. This includes the Department’s employee survey response items, diversity strategies, performance management, professional development and employee satisfaction and engagement.

SPACE & EQUIPMENT PLAN

The space currently allocated for the department is adequate. However, as the HVAC upgrades at City Hall continue, it is a department goal to bring staff into closer proximity to each other. Currently our Graphics team is periodically moved to “swing” office space and has not had a permanent home in several years. The Video Services team (and studio space) are slated to have offices temporarily moved as part of the HVAC progress. There is an existing plan within property services for the Communications Department to all be officed in a single location on the first floor of City Hall. Implementation of this centralization has been on the horizon (and a moving target) for several years. This move could be expected at the earliest near the midpoint of the 5-year business plan. The centralized space would include the Communications Department offices (Public Affairs, Graphics and Video Services) as well as the City’s television studio.

2011-2015 Video Equipment Schedule

2011

Emergency Purchases \$3,000

TOTAL EQUIPMENT ESTIMATED FOR 2011 \$3,000

2012

Digital Conversion - CHAMBERS

8-12 year camera replacement (2012 is year 11) \$25,000

HD Cameras – CHAMBERS (2012 is year 11)

Replacement of four Sony DSR300 Cameras \$24,000

DVD Player/Recorder *Control room, dub system & chambers* \$6,000

Chamber Microphones (2012 is year 11) \$5,000

Software Upgrade \$1,500

TOTAL EQUIPMENT ESTIMATED FOR 2012 \$61,500

2013

AVID Computer Replacement *2013 is year 7* \$12,000

Scala System (24/7 message board) \$10,000

HD Camera \$9,000

Character Generator - CHAMBERS \$7,000

Video Storage Server \$6,000

Marshall Monitor Preview/Program Monitors \$6,000

Replacement of Marshall VR-63P Triple 5.8" LCD Monitor

Studio & Location Microphones (2013 is year 7)

Replace lavalier and HH microphones \$5,000

Chambers Monitor #2 \$5,000

Editing Monitors *(2013 is year 7)* \$2,000

TOTAL EQUIPMENT ESTIMATED FOR 2013 \$62,500

2014

Digital Conversion - STUDIO \$25,000

Control Room Switcher \$30,000

HD Cameras – STUDIO (2014 is year 16)

Replacement of three Sony DSR300 Cameras \$24,000

Software Upgrade \$1,500

TOTAL EQUIPMENT ESTIMATED FOR 2014 \$80,500

2015

Editing Desk for Non-Linear Editing Systems \$9,000

HD Camera \$9,000

Playback Computer *Replace playback computer and servers* \$6,000

Logo Inserter Computer Replacement \$4,000

Chambers Monitor \$3,000

Light Kit \$3,000

Cabling Audio and Video cable replacement \$1,000

TOTAL \$1,000
TOTAL EQUIPMENT NEEDS ESTIMATED FOR 2015 \$35,000

All above prices are ESTIMATES based on 2010 dollars, and do not include tax and shipping.

APPENDIX A

PLANNING & ENGAGEMENT ACTIVITIES LEADING TO BUSINESS PLAN DEVELOPMENT

The Communications Department staff engaged in a months-long process to develop this five-year business plan. This process included staff conducting an internal and external scan of our professional and political environments, as well as our department's strengths, weaknesses, opportunities and threats.

Every individual in the Communications Department participated in our full-department planning meetings where the department's mission and values were refined and the department goals and objectives were developed. In addition every member of the department participated in a subcommittee that lead development of tactics in support of organizational goals and objectives.

APPENDIX B

Measures & Target tables are available by clicking on this report: [COMMUNICATIONS DEPARTMENT - RESULTS MINNEAPOLIS REPORT](#)

Communications Technology Plan

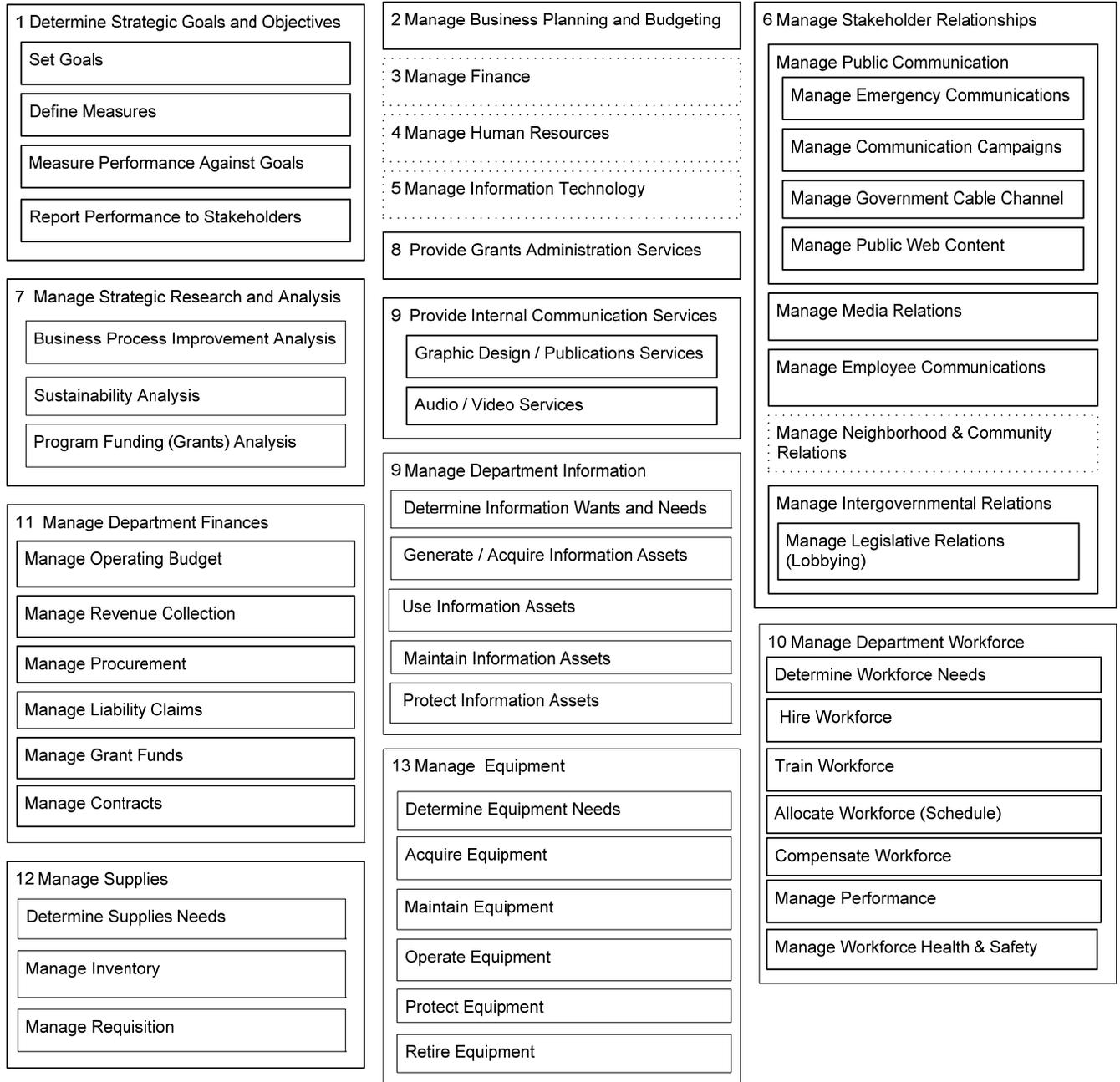
Technology planning focuses on the business capabilities that are supported by technology today, what technology changes will be required to support them into the future.

This plan – developed by BIS - captures the current state of the business technology used by the Coordinator’s Office, 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)? Communications priorities are highlighted wherever possible.

Department Technology Overview

Business Capabilities

This section illustrates the business capabilities supported by information services and information-technology solutions.



Capability		Description
<i>Core Capabilities</i>		
1.	Determine Strategic Goals and Objectives	The Coordinator's office works with citizens, elected officials and City departments to establish and manage performance against City Goals and Objectives.
2.	Manage Business Planning and Budgeting	The City Coordinator's office manages the 5-year business planning and annual budgeting process.

3.	Manage Finance	The City City Coordinator oversees the Finance Department, which is responsible for managing the City's finances. (See, <i>Finance Department Technology Resource Plan</i> for more information.)
4.	Manage Human Resources	The City Coordinator oversees the Human Resources department, which is responsible for managing the City's human resources. See <i>Human Resources Technology Resource Plan</i> for more information.)
5.	Manage Information & Technology	The City Coordinator oversees the Information Technology department (Business Information Services), which is responsible for managing the City's information assets. (See <i>Business Information Resources Technology Plan</i> for more information.)
6.	Manage Stakeholder Relationships	<ul style="list-style-type: none"> • The City Coordinator's office oversees management of stakeholder relationships, including: <ul style="list-style-type: none"> • Public Communications provided by the Communications Department • Media Relations provided by the Communications Department • Employee Communications provided by the Communications Department • Neighborhood and Community Relations provided by the Neighborhood and Community Relations Department (NCR) (See NCR Business Technology Resource Plan for more information) • Intergovernmental Relations provided by the Intergovernmental Relations Department.
7.	Manage Strategic Research and Analysis	The City Coordinator's office manages research and analysis, including programs and special projects including: <ul style="list-style-type: none"> • Business Process Improvement • Sustainability • Grants Research (provided by the Intergovernmental Relations Department)
8.	Provide Grants Administration Services	The City Coordinator's office provides grants administration services.
9.	Provide Internal Communications Services	The Communications department provides publication and audio / video design and production services.
<i>Supporting Capabilities</i>		
10.	Manage Department Information	The City Coordinator's office manages the information assets generated and/or consumed by department business functions.
11.	Manage Department Workforce	The City Coordinator's office manages the workforce it employs.

12.	Manage Department Finances	The City Coordinator's office manages its finances
13.	Manage Equipment	The City Coordinator's office manages any equipment acquired and used by department business functions.
14.	Manage Supplies	The city Coordinator's office manages supplies acquired and used by department business functions.

Applications/Solutions List

Solution/Service	Description	Funding Scope	Capabilities Supported
Grants Registry / ARRA Reporting	Software system that operates on the enterprise e-government platform that provides reporting services around Recovery grants. System captures grants-administration data in order to 1) publish it to the Recovery Minneapolis Web Site and 2) Compile government reports in the mandatory format.	IGR / Communications (Grants Administration Funds) /	6, 8
City Website	The City's public facing website, specifically branding, graphic standards and information architecture (jointly supported by Communications and BIS departments). Content management and web server platform are managed by the BIS department.	Enterprise	6, 10
Recovery Minneapolis Website	Public website reporting on Minneapolis recovery grants and outcomes. Data-driven content is pushed by the Grants Registry / ARRA Reporting system. Static content pages managed using Oracle WCMS.	CCO / Enterprise	6, 8
Legislative Tracking System	E-government application used to help track work on MN legislature bills City is interested in and collaborate with City stakeholders for input.	IGR	
Remote Work Equipment – Capitol	Computing and connectivity solutions for lobbyists working at the capitol	IGR	
CoM Social Media	City's presences on Facebook, Twitter, Etc.	Communications	

Implementations			
Government Cable Channel(s)	City's broadcast channels on the Comcast cable network.	Communications	
Government Channel Webcasts	Contract with Implex to encode channels for webcasts	Communications	
Video Production Software and Equipment	Hardware and software used for video production.	Communications	
Council Chamber Broadcast Studio	Equipment and software used in the studio control room and council chamber for broadcasting these meetings.	Communications	
Minneapolis Matters E-Newsletter	HTML newsletter published by Comm.	Communications	
Tier 4 Desktop Publishing Tools	Hardware and Software for publication design and pagination	Communications	
Results Minneapolis Website	Public-facing website reporting on government performance. Content managed using Oracle WCMS	CCO / Enterprise	1, 6
Oracle Web Content Management System	Enterprise service used to manage web content. In addition to the websites mentioned above, WCMS is used to manage intranet sites including information about the BPI and Sustainability programs.	Enterprise	1, 2, 6, 7, 9, 10
Compass Financials	PeopleSoft applications for managing finance and budget.	Enterprise (Finance)	10, 11
HRIS	PeopleSoft applications for managing human-resources, including payroll.	Enterprise (Finance)	10, 11
Microsoft Office Personal Productivity Solutions	MS Office business tools such as Word and Excel (Spreadsheets)	Enterprise	All

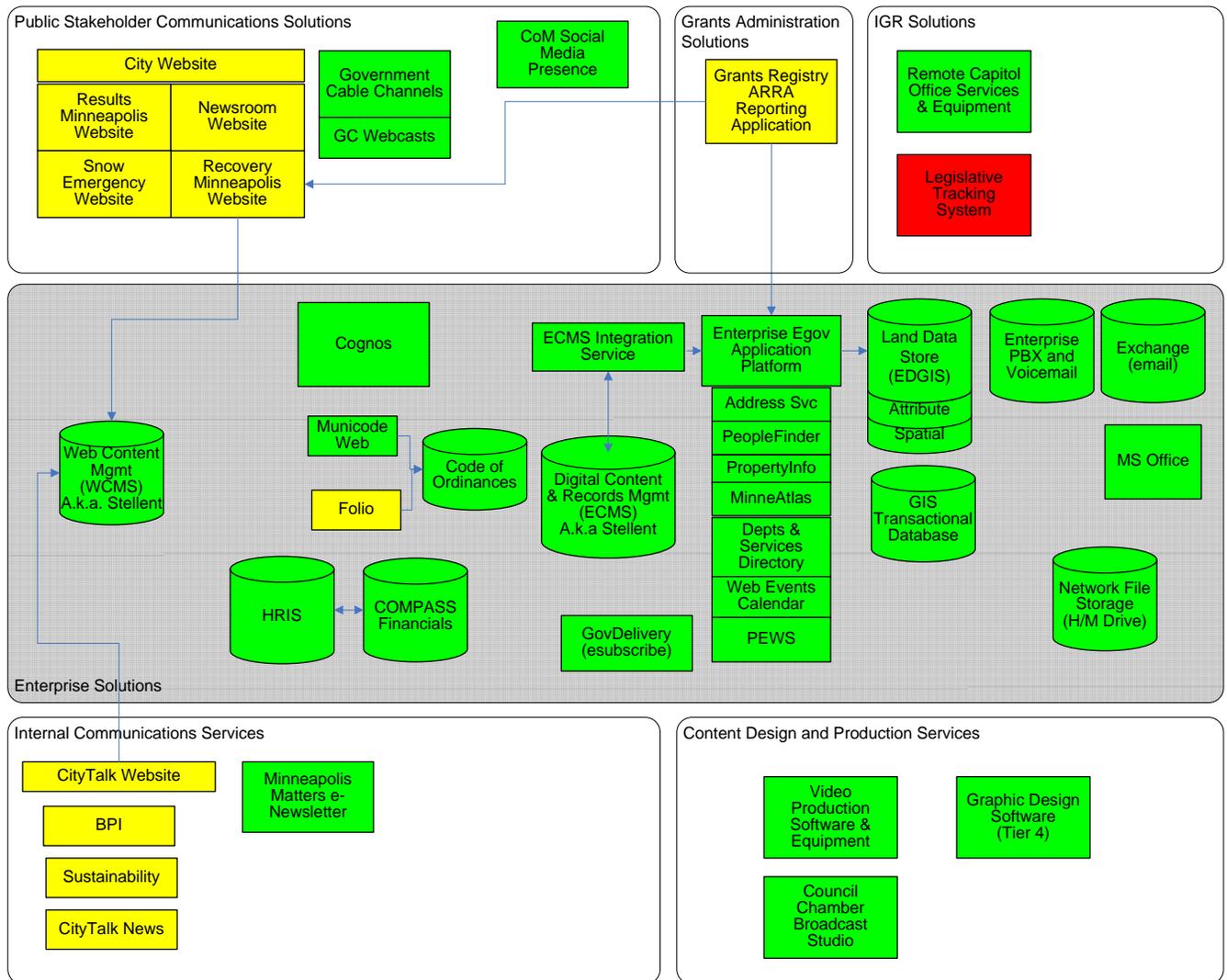
Information (Data Sets) List

Data Set	Description	Stewardship Scope	Capabilities Supported
Grants Registry Data	Information about the recovery grants and outcomes	Coordinator's Office and Grant Managers	6, 8

Results Minneapolis content collection	All of the information submitted by departments for Results Minneapolis	Coordinator's Office and Source Departments	1, 6, 9
BPI content collection	Artifacts of past BPI projects; educational materials about the program for use by City Staff.	Coordinator's Office	2, 6, 9
Sustainability content collection	Educational materials and reports about the program.	Coordinator's Office	6, 7, 9
(more?)			

Technology Change Drivers

Application Lifecycle Drivers



Application / Status Narrative

Application	Status	Rationale	Projects
City Website	Yellow	Sites are being restructured as part of the ongoing Oracle Content Management upgrade. Official domain name will be changed in 2011.	<ul style="list-style-type: none"> BIS-Oracle-Stellent-Upgrade-880F8672 CITYCOORD-New-City-Domain-Name-880F9314
CityTalk Website	Yellow	Sites are being restructured as part of the ongoing Oracle Content Management upgrade.	<ul style="list-style-type: none"> BIS-Oracle-Stellent-Upgrade-880F8672
Grants Registry ARRA Reporting.	Yellow	System will be decommissioned in 2012 when the ARRA program ends. BIS support for quarterly reporting is funded under a Project Code, but there no projects for enhancements or modifications to the system are proposed.	<ul style="list-style-type: none"> Retire/Archive Project 2012
Recovery Minneapolis Website	Yellow	All websites are being restructured during 2010/2011 as part of the ongoing Oracle Content Management upgrade. ARRA program is in operations phase; no significant changes or additions to the site, other than quarterly reporting updates are planned. BIS support for quarterly reporting is funded under a Project Code, but there no projects for enhancements or	<ul style="list-style-type: none"> BIS-Oracle-Stellent-Upgrade-880F8672

		modifications to the system are proposed.	
Results Minneapolis Website	Yellow	All websites are being restructured during 2010/2011 as part of the ongoing Oracle Content Management upgrade. An initiative to develop a dynamic, data-driven mode for capturing, processing and publishing Results Minneapolis information is under discussion. It is assumed one or more projects will be generated to during this planning cycle.	<ul style="list-style-type: none"> BIS-Oracle-Stellent-Upgrade-880F8672 Results Minneapolis Reporting System
Legislative Tracking System	Red	No longer in use. Will be uninstalled/retired.	
Video Production Equipment	Green	TBD – lifecycle events during planning cycle.	
Council Chamber Broadcast Studio	Green	TBD – lifecycle events during planning cycle.	
Cable Webcast Solution	Yellow	Will continue to use Implex to encode the cable channel. However solution is being re-architected to set up multicasting within the city network (to improve network performance)	<ul style="list-style-type: none"> BIS-Webcasting-CoM-Network-880F9419

Business Change Drivers

- **Business Drivers- Capabilities - Solutions Impact List**

Driver	Solution	Capabilities Impact	Projects
Improve data management and reporting services for Results Minneapolis	Identify data requirements for performance indicators; develop	1, 2, 6 Streamlines process of measuring and reporting on	<ul style="list-style-type: none"> Results Minneapolis Reporting System

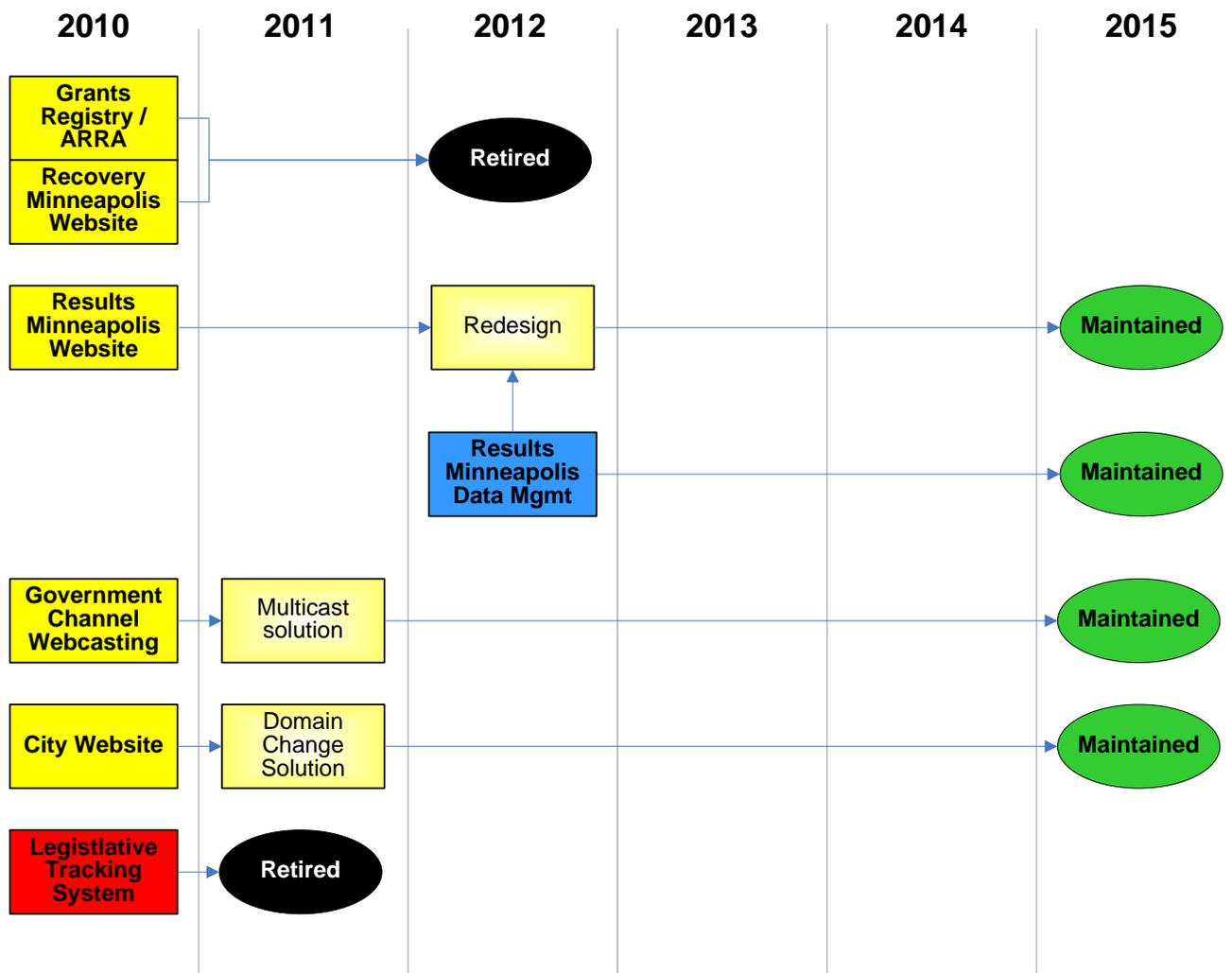
	<p>stewardship program to ensure the needed data is available and accurate; develop repository and/or data integration solution for accessing the data; develop enterprise reporting services, such as Cognos dashboards and GIS (spatial) reporting services.</p>	<p>Government performance measures to all stakeholders.</p>	
<p>Increasing need for remote work. Desire to have a wider variety of portable devices available, for example netbook, iPad.</p>	<p>Migrate from desktop to docking laptops Expand the variety of portable devices available to CoM users. (BIS Architecture Initiative) Better information about how to use Minneapolis Wifi and other remote networking services</p>		<ul style="list-style-type: none"> IGR Desktop to Docked Laptop Conversion (IMAC Service Request)
<p>Need for a policy around using personal smart phones for business use going beyond email system synchronization.</p>	<p>Policy analysis initiative to examine both the use of non-City-managed devices on the City's network and Cell Phone Reimbursement policy.</p>		
<p>Executives need the capability for telepresence: for interpersonal communication</p>	<p>Define and implement solutions to provide telepresence</p>		<ul style="list-style-type: none"> Executive Telepresence Project

and to provide the capability to participate face-to-face in EOC activities remotely.	among City computer users.		
Increasing demand for video content for internal and external communications.	Improved technology for hosting and serving video content. Including improved network performance for downloading and/or streaming video content. Simplified tools and services for producing video content. Project Idea Request to identify and package recommended video production Tier 4 software product(s).		<ul style="list-style-type: none"> • BIS-Webcasting-CoM-Network-880F9419 • Tier 4 Video Production Tools in the Software Catalog
Better publication design and pagination software for Communications staff.	Project Idea Request to identify and package recommended desktop publishing Tier 4 software product(s)		<ul style="list-style-type: none"> • Tier 4 Desktop Publishing Tools in the Software Catalog
Electronic collaboration capabilities on the intranet	Explore solutions with City Clerk's office, which has expressed similar business driver.		<ul style="list-style-type: none"> •
More e-government self-service opportunities	Initiate program to identify candidate services and establish long-range plan to implement		<ul style="list-style-type: none"> •

	Research emerging technologies for new opportunities – especially in mobile / locative services (GPS)		
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Technology Solutions Roadmap

Applications / Solutions Roadmap



Technology Projects List

Project	Start Year	End Year	Projected Cost	Funding Status
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Oracle CMS 10g Upgrade (BIS-Oracle-Stellent-Upgrade-880F8672) Web Content Management Upgrade Deliverables	2010	2011	80K	CLIC and Enterprise Funded
Results Minneapolis Reporting System	2011	2012	TBD	TBD
BIS-Webcasting-CoM-Network- 880F9419	2011	2011	TBD	TBD
CITYCOORD-New-City-Domain- Name-880F9314	2011	2011	TBD	TBD
IGR to Docked Laptop Conversion (IMAC Request)	2011	2011	TBD	TBD
Executive Telepresence Project	2011	2011	TBD	TBD
Video Production Tools Tier 4 Project Idea Request	2011	2011	TBD	TBD
Desktop Publishing Tier 4 Project Idea Request	2011	2011	TBD	TBD

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:
	Evaluating
	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.
	Maintained
	Product, technology or application is being maintained, but is being considered for replacement, refactoring ¹ 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	Sunsetting

¹ 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.

	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.
	Unavailable
	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