



Status Report on Enterprise Initiatives

Presentation to Committee of the Whole

February 28, 2008

Goals & Strategic Directions

Business Plans

Resource Plans

- Finance
- Workforce
- Technology
- Equipment & Space

Enterprise Initiatives

- *Limited English Proficiency (LEP)*
- *Community Engagement*
- *Sustainability*
- *Enterprise Information Management (EIM)*

Enterprise Initiatives

Limited English Proficiency
Narin Sihavong

Community Engagement
Jennifer Lastoka

Sustainability
Gayle Prest

Enterprise Information
Management
Craig Steiner & Deb Parker

Limited English Proficiency (LEP)

Background

- 1964 Title VI of the Civil Rights Act
- August 2000: President signs Executive Order 13166
- November 2003: City Council mandates creation of citywide Limited English Proficiency (LEP) plan
- LEP compliance coordination rests with Multicultural Services Office

Status

- Citywide understanding of LEP guidelines
 - All have completed LEP plans
 - Most departments translated vital documents
 - Web site translations and language blocks
- Bilingual staff being hired
- MPD proactive and engaging Multicultural Services
- All departments utilizing Multicultural Services

Key Issues and Challenges

- Hiring barriers
- Cost of translations or interpretation
 - *Outside vendor vs. in-house*
- Greater cultural awareness
- Outreach should increase
- Momentum interruption in Multicultural Services staff leadership

Next Steps

- Identify and address hiring barriers
- Evaluate the cost of privatized translation services
- Pull together a cultural awareness training for City departments
- Continue to monitor, update and implement department LEP plans
- Maintain availability, but reduce number of LEP interactions with City departments
- Community outreach to build trust with City

Community Engagement

Background

- Jan 2003 – Minneapolis City Goal: “Strengthen City government management and community engagement”
- Feb 2004 – City Council and Mayor request “communications/community engagement” component be added to department business plans
- June 2005 – *Community engagement process model* developed
- 2006-2007 – all departments include CE in business plans; focus on training and implementation of the *CE process model*
- 2007 – conversations and community input inform the enterprise initiative and expectations for future

Status

Community Engagement Process Model

- 60 City employees trained in 2006

Many departments engage the community

- Use existing department processes and guidelines
- Willing to examine current practices & try new methods of outreach
- Need flexibility to tailor outreach efforts according to different types of projects

Types of projects vary widely

- Within departments and between departments

Key Issues and Challenges

- Recognizing new opportunities for CE
- Unclear expectations
- Enterprise guidance focused on training of a single model
- Which activities constitute community engagement

Next Steps

- Clarify expectations by translating core principles into specific department practices
- Focus on practical skills for community engagement activities
- Create a City staff advisory team
- Facilitate opportunities to share best practices and problem-solve
- Identify improvements for City Boards & Commissions through BPI

Enterprise Information Management (EIM)

Introduction: Why EIM?

Information is an asset that must be *managed* to preserve value and control risk

Key Assets:
Money
People
Information

Managed information is:

- ✓ Accurate, credible and meaningfully labeled
- ✓ Protected against unauthorized access and loss
- ✓ Available, in a usable form, to all who need it
- ✓ Cost-effectively retained and stored

Background: What is EIM?

A program to implement standard operating procedures and an enterprise support system for managing the City's information assets

How did we get here?

- **2000 (b.c.e.)** First written language invented
- **1974:** First desktop computer invented
- **2003:** EIM policy adopted
- **2006:** EIM enterprise initiative planning initiated

Status

Since 2003, some progress has been made ~

- Four of 17 departments updated retention schedules
- Three of 17 departments updated how M and H are managed
- Two BIS projects implemented with EIM tactics explicitly applied
- Two systems that support enterprise information-sharing have been implemented
- Work to document and consistently apply information security standards is near completion

Status

That said, department executives we talked to ~

- Don't fully understand purpose of EIM
- Aren't aware how well or poorly information is managed in their departments
- Underestimate cost of poorly managed information
- Underestimate the benefits of sharing information across the enterprise

Key Issues and Challenges

- City structure encourages information silos
- Better business case needed
- No simple best-practice models
- No operational definition for EIM program
- Not enough resources dedicated to EIM

Next Steps

- Define program and staffing model
- Align EIM policy to new IS governance structure
- Launch internal communication plan to make the business case
- Continue to apply EIM principles with or without a fully realized program

We can't "not do" enterprise information management ...

we can only decide whether or not to do it

strategically, systematically and sustainably

Sustainability

Background

- 2005: Council directs departments to outline respective roles to make progress on 24 sustainability indicators
- 2006: departments identify activities & measurements
- 2007: departments report progress and update sustainability activities as appropriate

Status

- Change to City Coordinator's Office seen as good fit for sustainability (enterprise-wide influence)
- Degree of success in implementing activities varies considerably; champions throughout the system
- Many great self-initiated projects
- Activities can take longer than one year to implement
- Builds stronger support for other City initiatives (Step-Up Interns, Metropass, Get Fit, etc.)

Key Issues and Challenges

- Lack of resources and leadership
- Staff turnover; “newness”
- Smaller departments interested in taking on issues; looking for leadership from other key departments
- Stronger numerical tracking needed
- Realistic starting point – higher expectations in future
- One year reporting does not institutionalize a program

Next Steps

- Stronger integration into “Results Minneapolis”
- Build stronger connections between departments that have similar goals
- Seek more resources, tools and examples to assist departments
- *Celebrate success!*

Results
MANAGEMENT