

2018

DEPARTMENT

results
minneapolis

Information Technology

Results Minneapolis is changing.

The Strategic Planning and Analysis team (City Coordinator's Office) is leading an evolution of the City's Results Minneapolis program. These changes reflect recommendations of a recent program assessment completed by What Works Cities, a Bloomberg Philanthropies initiative, and the Center for Government Excellence at Johns Hopkins University. [See the assessment to learn more about the changes.](#)

Note: The Strategic Planning and Analysis team is working with City departments on a rolling basis to select a core set of performance metrics to report on each year. This department has not yet completed the process. Therefore, **the performance metrics in this report are interim metrics for 2018 and may be subject to change.**

Performance summary

Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers
Department priorities (page 4): Technology Project Capacity

Budget program	2017 Budget	Performance measure	2017 performance	Data trend	Status indicator: Red/yellow/green
Infrastructure Services	\$21.5M	1. Total number of incidents	1. 24,002 incidents	1. Increasing	See page 5 for more information
Workforce Enablement Services	\$12.7M	1. Number of City IT systems within life expectancy	a. 88% of department business applications b. 88% of shared business applications c. 93% of enterprise applications d. 100% of foundational infrastructure	a. Increasing b. Increasing c. Stable d. Increasing	a.  b.  c.  d. 
Decision Support Services	\$4.3M	1. City data available to all department analysts 2. Open Data participation	1. 21 datasets 2. 83 datasets; 9 of 12 departments	1. Increasing 2. Increasing	1.  2. 

Enterprise Priorities

Workforce diversity

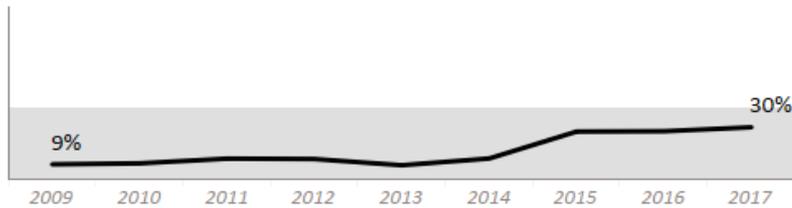
Does not meet 2022 enterprise goal of 41% people of color

Does not meet 2022 enterprise goal of 45% women

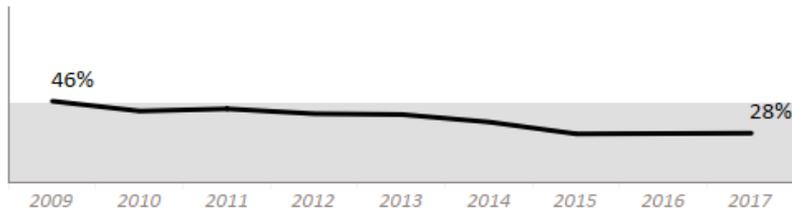
- Partnerships with IT Ready, Urban Scholars and others, allowed a rich candidate pool for IT recruitment of people of color.
- Bringing the IT Service Desk and Deskside Support in-house made up for the most of the increase in people of color and also contributed to the decrease in women.
- Unfortunately, there are fewer women in the computer field which impacted our recruitment of women.

Workforce diversity (2009-2017)

People of color



Women



Notes:

(1) Grey shading indicates enterprise goals (41% people of color and 45% women).

Spending with diverse suppliers

Higher than Citywide percent diverse spending

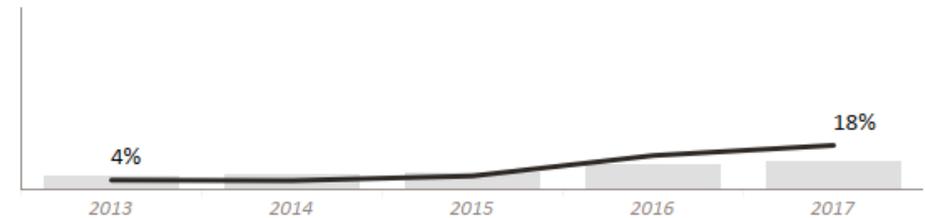
Higher than Citywide percent spending with minority-owned suppliers

Similar to Citywide percent spending with non-minority women-owned suppliers

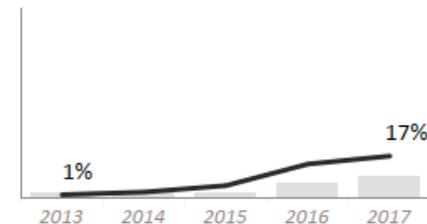
- By seeking diverse suppliers through RFPs and the Target Market Program, IT has achieved the second highest spend (over \$12 Million) with diverse suppliers over the last five years.
- The fact that fewer women enter the computer field, has led to a much smaller pool of available women owned technology firms.

Spending with diverse suppliers (2013-2017)

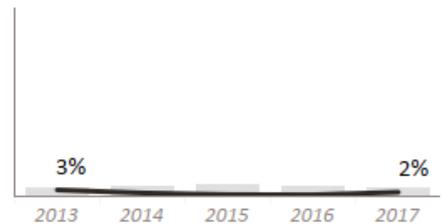
Overall



Minority (all genders)



Non-minority women



Notes:

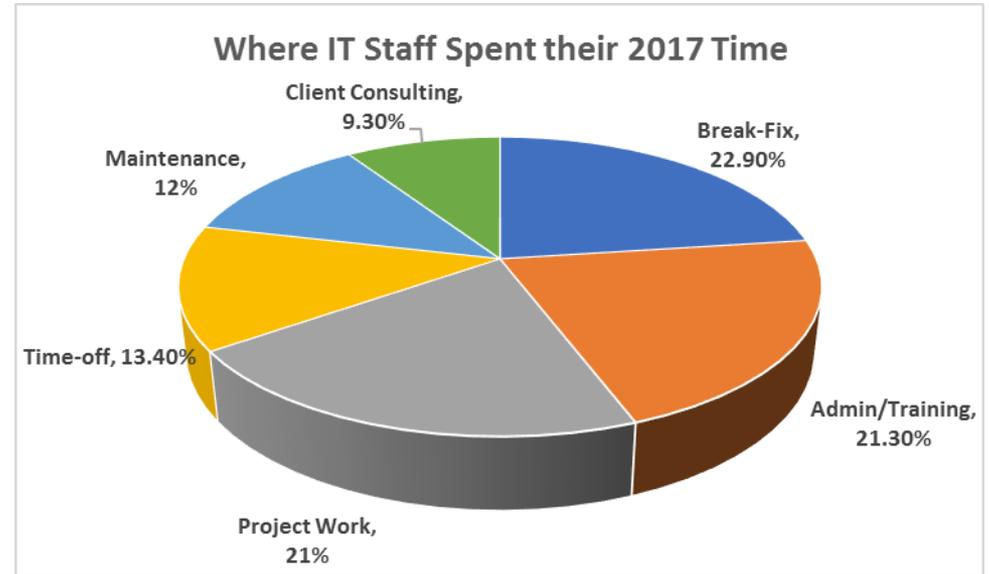
(1) Grey shading indicates Citywide percent for each year.

(2) Data does not reflect the entire budget. Data reflects discretionary spending with for-profit primary suppliers.

Department Priorities

Technology Project Capacity

- IT spent 21% of its 2017 staff time (40,000 hours) on project work; compared to 24% government and 29% private industry averages; IT's goal is 25%
- 2018 started with 70 IT projects in flight, with 16 additional projects scheduled to begin this year
- Departments forecast 86 new 2018 IT project requiring an estimated 48,240 of IT staff hours
- IT needs to address its capacity for project work by:
 - Establishing a governance of IT systems process within the City to assist policymakers in making budgetary decisions
 - Resolving issues that are contributing to the break-fix workload; such as, hardware/software mismatches, out-of-date profiles, etc.
 - Increasing our staffing levels to meet City IT expectations for more digitalization of business processes
 - Reducing the number of projects that are active at a given time, minimizes the toll on staff constantly switching between projects



Infrastructure Services

Program description: The program maintains computer and network infrastructure for high availability, reliability and performance. Staff provide architect services, security services, service desk, desktside support, IT managed services and broadband services. Also maintains enterprise applications such as email and office applications, telecommunications and network services and copiers.

Analysis

- IT infrastructure was stable and for the most part, non-disruptive, as the majority of incidents were classified as low, moderate or high and impacted only one or a few individuals without impacting their ability to get their job done. 13 critical incidents affected an entire application, department or site. One critical incident, the denial-of-service attack (cyberattack where hackers attempt to prevent access to an Internet site) that took down internet access, impacting City government as a whole.
- City staff are calling on IT to perform tasks that – with proper training and enhanced self-service processes (such as resetting of passwords, installation of free software, and answering of questions where Knowledge articles exist, for ex.) - they could perform themselves, thus decreasing IT’s ability to resolve more complex incidents requiring technical expertise in a timely manner.
- IT support staff strive to resolve Incidents within the set Service Level Agreements (SLA). Sometimes competing priorities, aggressive service level goals and outside factors (ie outside providers such as Century Link) prevent incidents from being resolved within an SLA. Because there are so few critical incidents (13 in 2017), a couple missed SLAs can greatly effect the percentages.
- Note that “Other” category is not an actual category, but a reporting rollup of lower volume categories.

Action planned for 2018

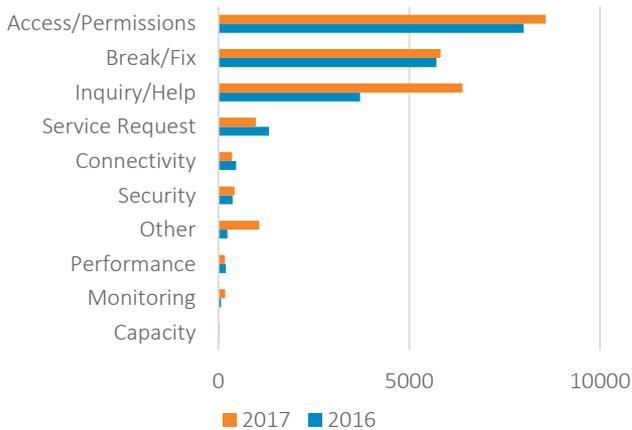
- Deploy more self-service functions— such as password reset
- Resolve issues that are contributing to the break-fix workload
- Increase City staff digital literacy through training efforts
- Continue to refresh and stay current on technology systems and all layers of technology infrastructure
- Work with department IT resolvers to direct and prioritize work for greater SLA adherence
- Continue to monitor trend of lower volume categories

Totals

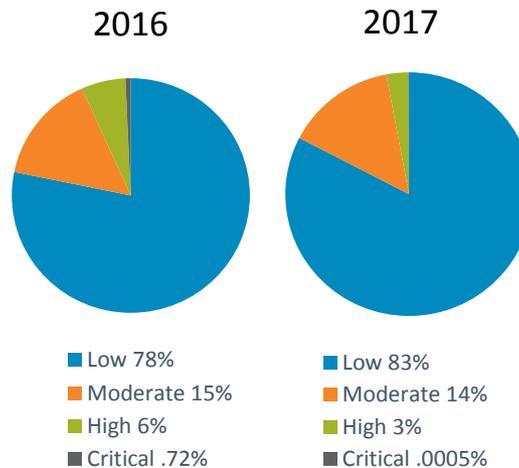
2016: Incidents 20,074

2017: Incidents 24,002

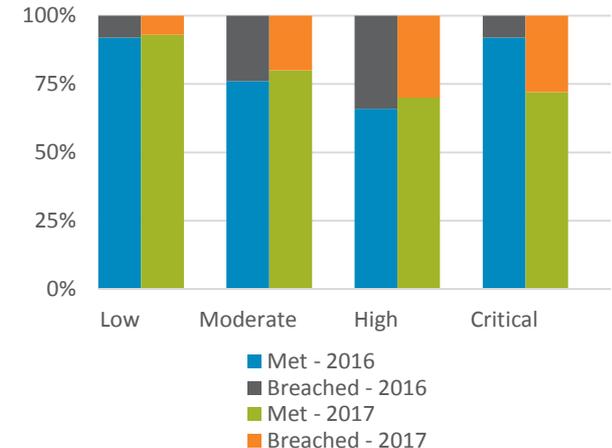
Incidents by category



Incidents by priority level



Incidents by SLA compliance



Workforce Enablement Services

Program description: The program leverages technology to increase worker productivity by providing useful computing devices and applications. It includes the project management office, IT vendor management and contract administration, IT solution development and engineering services, and IT portfolio management for Enterprise Resource Planning (ERP), Public Safety, Land Management and other City systems.

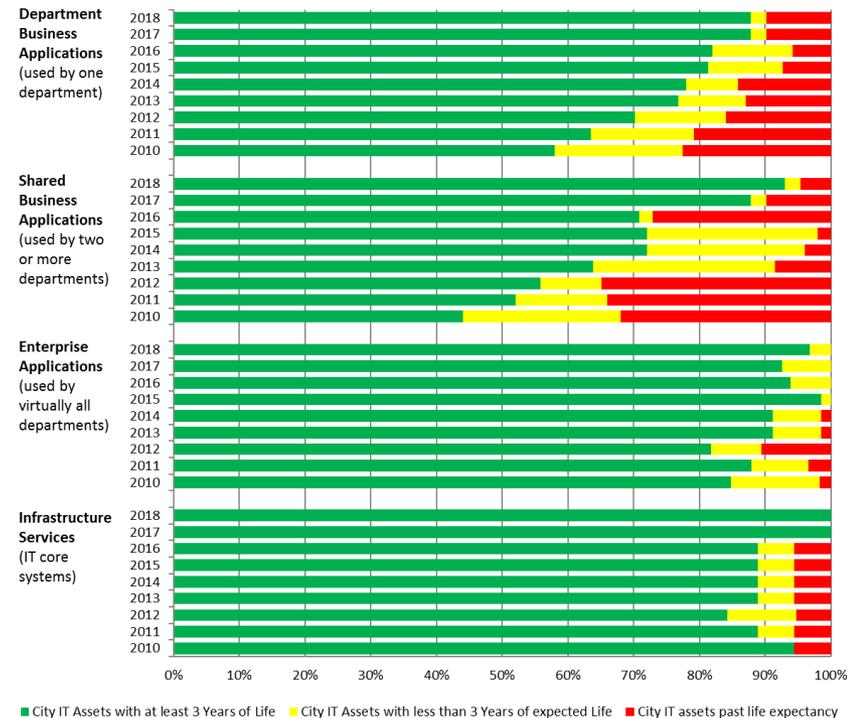
Analysis

- For the first time, all IT foundational infrastructure is within useful life. Giving some IT Department projects priority allowed a strong environment to be built in support of all department and enterprise applications.
- Over the past few years, IT has been able to keep all enterprise applications, except for city websites and the enterprise content management system (ECMS), within useful life.
- With the implementation of ELMS, a significant improvement in the health of shared business applications was achieved.
- IT has been successful in getting departments to better invest in modernizing their IT systems, due to departments realizing improved business processes can be achieved through modernization of their IT systems.
- The jump in shared business applications going to beyond useful life in 2016 was due to many systems not being addressed thru the three prior years. This went down significantly with the implementation of ELMS in 2017.
- The jump in department business applications going to beyond useful life in 2017 was due to department decisions to wait on modernization efforts.

Action planned for 2018

- Modernize remaining legacy systems—CAMA (Assessor), CAPRS (MPD), Constituent Tracking (Council), ECMS (Enterprise), M5 Fleet (PW), MINS (CPED), SWIS (PW), Websites (Communications), etc.
- Enhance functionality of existing capabilities—Bentley, CAD, ELMS Online, Ticket Writer, etc.
- Add functionality—Anti-Sex Trafficking Portal, Contract Compliance System (Civil Rights), FOIA Data Requests (City Clerk), etc.

City IT Systems Life Expectancy - Percentage of City Systems



Decision Support Services

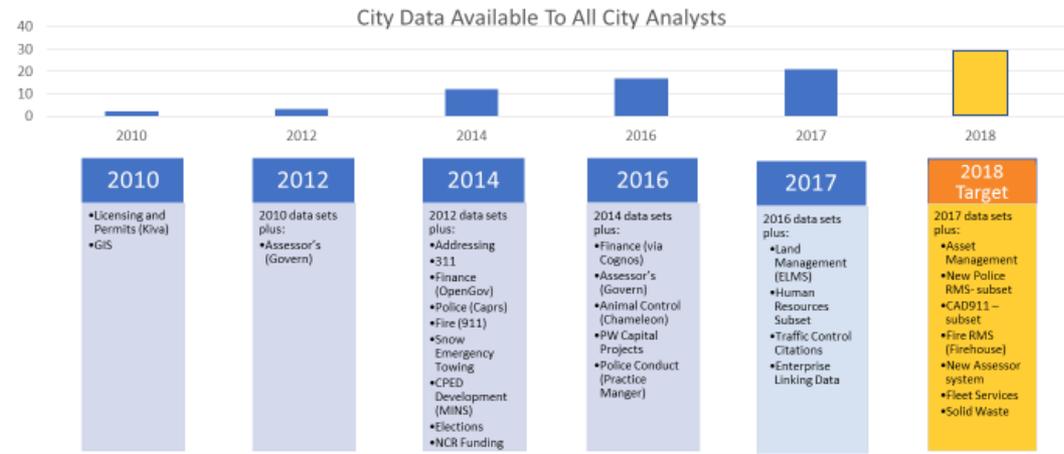
Program description: This program utilizes technology to digitize the city and turn the resulting data into information and knowledge for better decision making. The program supports enterprise applications for document management, business intelligence, advanced analytics, modeling, simulation and data visualization. It provides work team support through electronic communications.

Analysis

- IT has been integrating data from across the enterprise into a single unified, understandable data warehouse and making more citywide data available to individual department analysts—most recently with the Analytics Hub—for cross-department/enterprise access.
- IT has concentrated on making entire data stores available to the public through the Open Data Portal—such as 311, budget, ELMS, Fire and Police data—instead of smaller subsets of data.
- The addition of a business glossary, allowing city analysts to better understand the data integrity, meaning, etc., has improved acceptance of investigating data outside a given department’s domain.
- Departments have participated in Open Data at varying rates because of data misinterpretation fears; resource constraints; and low project prioritization.

Action planned for 2018

- Add more datasets to Analytics Hub
- Add more department data to the Open Data Portal from frequent subjects of data requests and as legacy systems are modernized
- Shift City Business Glossary ownership to departments
- Establish a Data Cooperative User Group
- Improve departments’ abilities to be data driven.



Open Data Participation	2015	2016	2017
Number of Departments	7 of 12	9 of 12	9 of 12
Number of Datasets	61	71	83

New Data Capabilities

