Requirements Analysis

for

Report Information System
&
Decision Making Information System

1. Summary

In March of 2013, the City of Winnipeg initiated a Needs Assessment surrounding two key systems, the Report Information System (RIS) and the Decision Making Information System (DMIS). This assessment consisted of the following phases:

1. Identify current state processes, issues and opportunities
2. Analyze, consolidate and prioritize issues and opportunities
3. Identify requirements for To Be system
4. Identify potential solutions for issues and opportunities

Facilitated sessions were held with 23 staff members from various departments. The purpose of these meetings was to document current processes, issues, opportunities, requirements and future visions of the users involved with these systems.

This document presents the “As-Is” and “To-Be” views of the processes surrounding the RIS and DMIS. It identifies current issues users are experiencing, as well as recommendations for process improvements and requirements. It also attempts to highlight which aspects of each system work well and should be retained in the new system.

Please note that the “new system” references a black box version of the final solution which has not been identified, designed or selected at the point of this document’s creation. The document is aiming to present all of the capabilities that shall be present in a new system.

2. Background to the Decision Making Process

Please refer to Appendix A: Background Info for more details

The RIS and DMIS were created to support the Decision Making Process of City Council.

- Council has authority to make decisions; Council may delegate its authority to a committee of Council and/or the City Departments
- Council sets its vision for the City in the form of a Policy document
- The CAO guides the City Departments to implement Council visions
- Any request for change to Council Vision, Council Policies or Procedures or to recommend new initiatives triggers the start of the Decision Making process
    - Change Requests can come from various sources:
        - Higher level government
        - Council
        - Committees
        - Departments
        - General Public
- The goal of the Decision Making process is to facilitate information, ideas, issues and advice through the Information Flow, resulting in decisions made at Council/Committee Meetings and future direction taken based on those decisions.
- All of the processes surrounding the RIS and DMIS are geared towards allowing users to make, capture and implement a decision.
- The path that an issue might take through the decision flow is determined by the jurisdiction and delegated authority of a Committee.

3. Project Scope

The project scope defines which items were analyzed and included in this phase of the project.

3.1 IN

- Reviewing processes in terms of their document flows and interaction with RIS/DMIS
- Identifying duplication, redundancies and analyzing flows of any input/output of the processes supported by RIS and DMIS
- Ensuring that the proposed solutions will support and facilitate all of the current and future processes
- Storage of all related inputs/outputs

3.2 OUT

The following items have been identified by stakeholders as being out of scope to this project.

- Changes to approved templates used for creation of documents
- General political processes and structure

The following items have been identified as potentially being in-scope as long as confidentiality requirements were met but no analysis was done in this phase of the project to identify their specific requirements.

- Informal political working sessions
- Internal discussion / documents in CAO Office (Briefing notes, Media strategies)

4. Stakeholder Groups

The user base of DMIS is quite larger than that of RIS – the RIS supports approximately 140 users while DMIS is used by at least several thousand users.

4.1 Internal / Administrative

The internal users are members of the Winnipeg City Departments, and are involved in the administrative tasks surrounding the RIS and DMIS. They can further be broken down into their respective levels:

- Mayor’s Office (MYO)
- Office of the CAO (Includes COO)
- Office of the CFO
- Departments
- City Clerks Department
- Audit Department

Meeting the needs of the internal users of the system is important because there are currently several manual processes and areas that cause frustration amongst some users.

4.2 External

The external users of DMIS include

- Elected Representatives (City Council Members)
- Media personnel
- Special Interest Groups (i.e. Winnipeg Chamber of Commerce, Taxpayers Association)
- Arms-length organizations (i.e. General Council of Winnipeg Community Centres, CentreVenture Development Corporation, Assiniboine Park Conservancy)
- General Public

Note that external users do not utilize the RIS. Note also that the Elected Representatives have been grouped with the other external users as they are most similar in their uses of the current DMIS.

Meeting the needs of the external users of the system is critical to the overall successful implementation of this project. By providing a system with a strong foundation, the resulting information will be more accessible and usable by these external user groups.

5. System Overview – As Is

5.1 RIS

Reports are created within a Department, and approved by the Director prior to being submitted to the Report Information System. Reports are then entered into the RIS where they are reviewed and approved by the Office of the CAO. The Mayor’s Office coordinates and releases reports for inclusion on EPC and Standing Committee agendas. The end of a reports’ lifecycle, in the RIS, is at the point that it has been approved by the Mayor’s Office. The goal of a report is that it will eventually end up on a meeting agenda to be reviewed and a decision will be made on it.

The RIS facilitates the flow of report information through the appropriate approval channels and its output is used as part of the Decision Making Process. Currently, Administrative Reports are the only types of reports being stored within RIS.
Other types of reports originate from:

- Audit Department
- Community Committee
- External Organizations (i.e. General Council of Winnipeg Community Centres)...

5.2 DMIS

The City Clerk's Decision Making Information System (DMIS) is an electronic database of documents recording the decisions of City Council and its various committees. It is essentially an electronic public record, and is the integral system supporting the City Council Decision Making process. Its user base is extensive as it encompasses all of the internal users, members of Winnipeg City Council, as well as the general population of Winnipeg, including out-of-province users who are looking for information.

DMIS provides City Clerks with an effective tool to prepare and publish the required Agenda documents that are used extensively to prepare for and guide the decision making process during Council/committee meetings, as well as publish information and decisions that were made in the Public Domain. DMIS contains agendas, disposition of items and minute documents from Council/committee meetings, Hansard from Council meetings, along with by-laws enacted by Council and Council Policy documents.

Once these documents are published on the City website they are available to the Public who can then view or search on them with limited knowledge required of how the system works.

One of the major strengths of DMIS is that the system is intuitive and user-friendly, and one can scroll through entire decision documents, viewing political recommendations leading up to the final decision. This functionality differentiates it from products found in other Canadian cities.

As the decision-making process unfolds during a Council/committee meeting, decisions are made that the City Departments must act upon. Some examples include:

- Approving / Rejecting a recommendation to proceed on an initiative or administrative recommendation in a report
- Deciding not to proceed with an issue
- Rejecting a recommendation
- Requesting additional information or a supplementary report
- Changing an existing or creating a new By-Law/Policy

6. System Ownership – As Is

It is important to define the current status of ownership between the RIS & DMIS so that it can be aligned with the vision of the new system.

The CAO Office is the owner of RIS and City Clerks are owners of DMIS. The City Departments and Mayor's Office are users in the sense that the Departments are required to create reports, and the Mayor's Office is required to release those reports in the RIS to City Clerks for EPC and SPC agendas.

Worthy of note is that agendas are created for committees for all scheduled meetings, and that the contents for these meetings come from a variety of sources, one (some may say the primary one) is the City Departments and that is the common ground between the two systems.

The style of MYO involvement with the CAO office and City Clerks varies with each political administration, and therefore it would be best to define a new system based on the constant factors:

1. There will always be Committee Agendas, and
2. The City Departments will always submit reports to Committees of Council, with approval processes defined by the City Clerks and the Office of the CAO respectively.

There must also be the capability to support the existing solid division between the administrative internal system and the political decision making process.

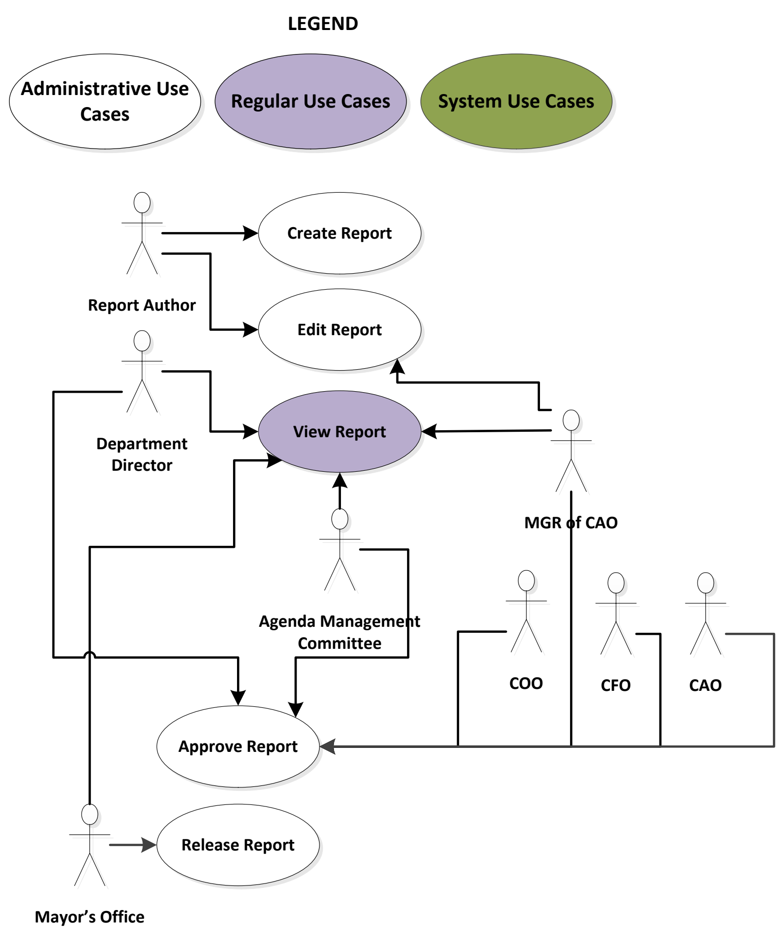
Reports should only be able to move forward in the process. For example, once the reports have been approved by the CAO office they are now in the realm of the City Clerks. City Clerks are the Approvers for all functions in DMIS, just as the CAO is for RIS. The Mayor's Office is one form of review in certain circumstances, similar to the Agenda Management Committee's involvement during the Report Review Process.

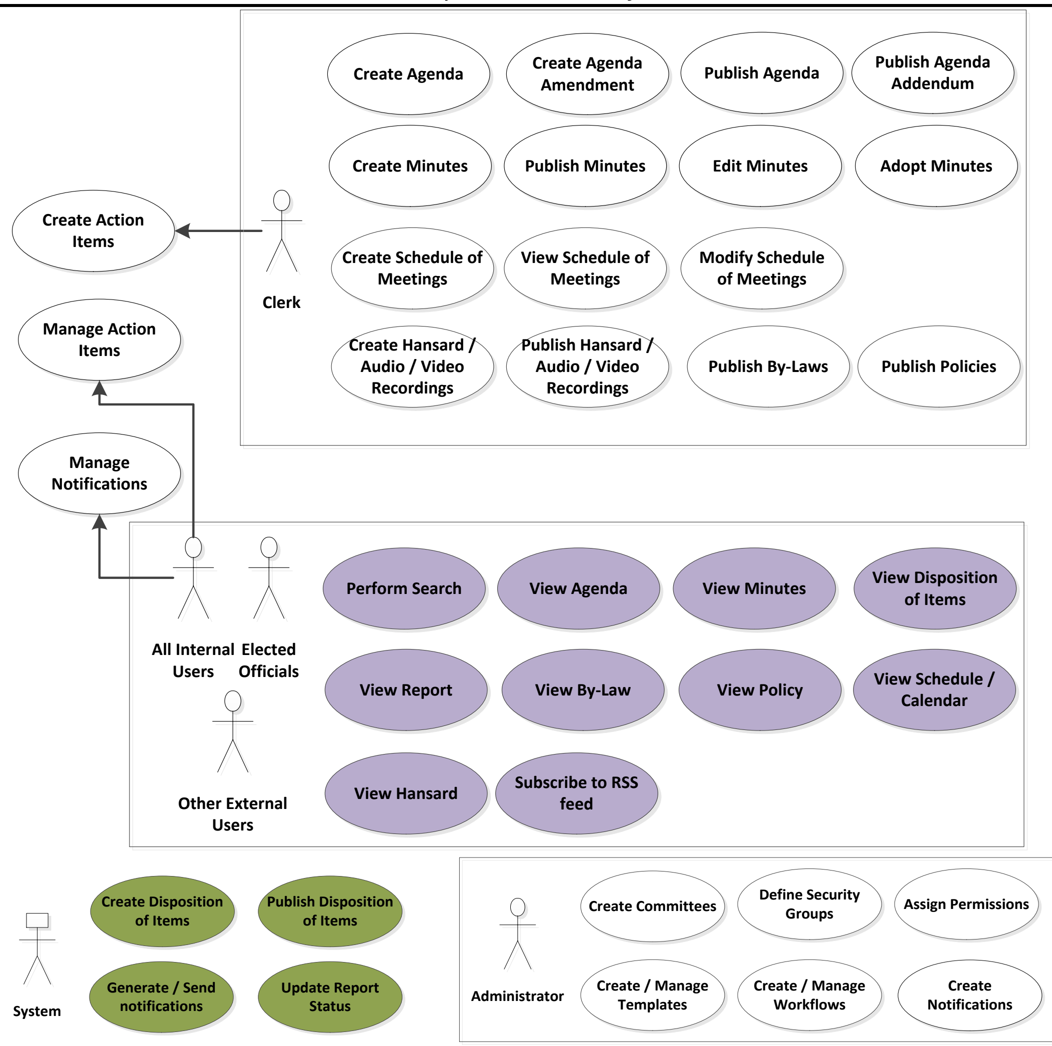
7. Use Case Overview – To Be System

The Use Case view depicts the critical uses of the system by each of the user roles / stakeholder groups within the system. It does not aim to depict relationships between the users or describe the processes, as these are defined in the process flow diagrams for each functional area below.

The To Be System must support all of the identified uses to meet the needs of the current users.

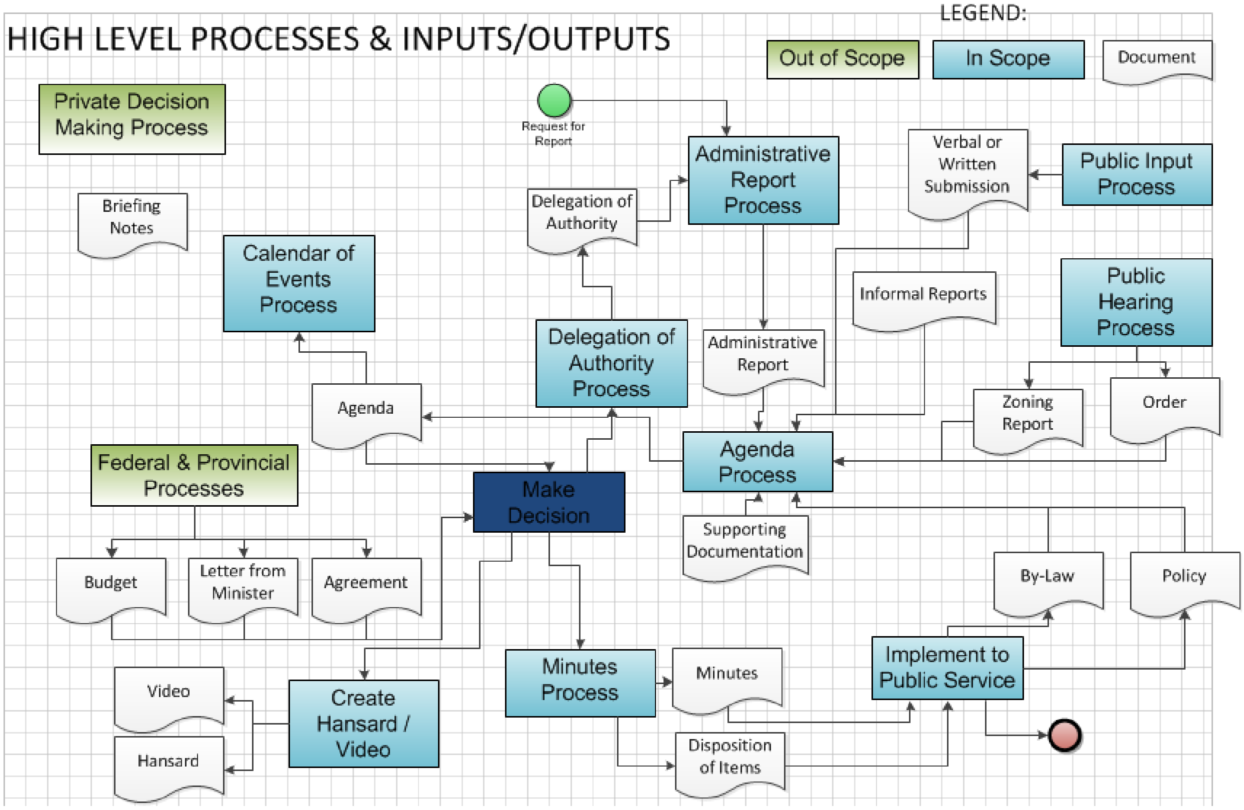
There is also a key distinction to be made regarding the Administrative uses of the system compared to the Regular uses. Although there are more of them, the Administrative uses deliver value to a fraction of the user base compared to that of the Regular uses which deliver value to the external user base, including Elected Officials and the General Public.





8. Process Overview – As Is Processes, Inputs, Outputs

- The “Make Decision” Process is supported by all of the other processes in some fashion.
- Inputs to a meeting where a Decision is made
  - Agenda & Documents from Federal / Provincial Processes (Budgets, Letters from Ministers, Agreements)
- Inputs to an Agenda
  - Administrative Reports
  - Reports (Department / Community Committee Submissions)
  - Zoning Reports (From Public Hearings)
  - Orders (From Public Hearings)
  - Supporting Documentation
  - Verbal or Written Submissions (from Public Input Process)
- Outputs of a meeting where a Decision is made
  - The decision – captured in Minutes and Disposition of Items documents
  - Minutes
  - Disposition of Items
  - Video / Hansard

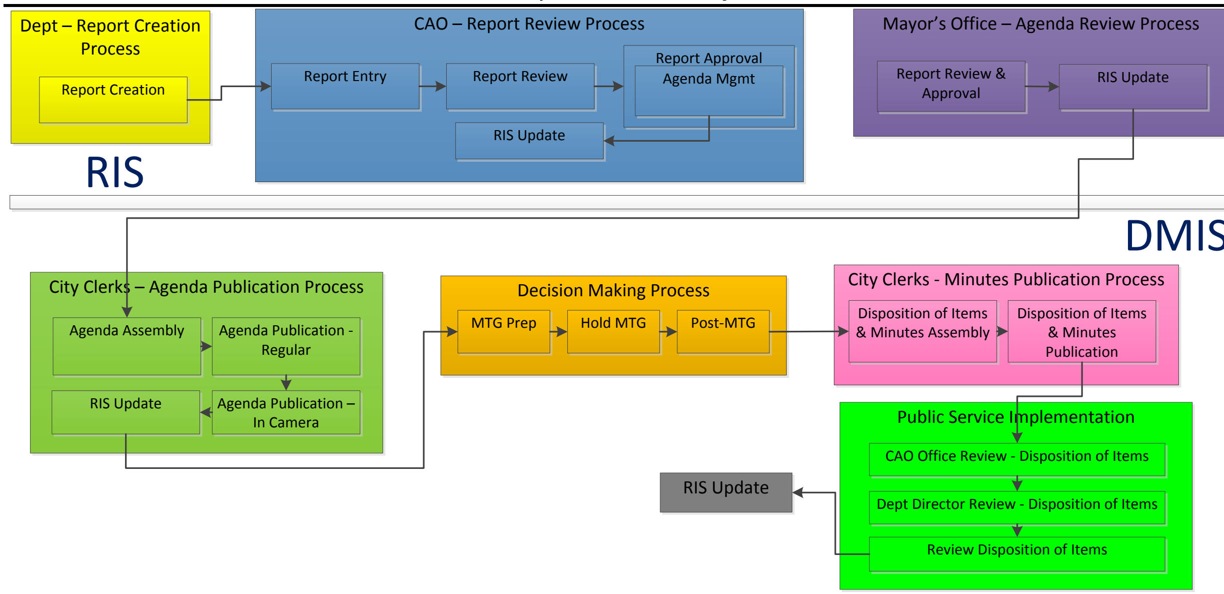


9. High Level Overview – Process Flows

It was important to identify which specific processes interacted directly with the RIS or DMIS. It also more clearly demonstrated the divide between the two systems. Each of these processes was further investigated through the user interviews to capture all process and system requirements for the ideal new system.

It is important to note that while one of the high level goals might be to integrate the two systems into one, there is still a natural divide that will remain in the processes using these systems.

The DMIS would benefit from being able to directly access the content in the RIS, without losing its current functionality and the RIS would not want to lose its core functionality either to accommodate for a unified system, so a balance must be met through the implementation of any solution.



9.1 RIS

- RIS Administrators define (and update) User Groups
- RIS Users enter reports, update the status of reports, close reports
- RIS generates Emails to appropriate staff for various actions taken, i.e. entries, referrals, forwarding – User groups are defined for each course of action – RIS requires updating after each step in the Report Review Process
- The Department submits a Report, via Outlook, to RIS Inbox (CAO-Report Information System)
- The CAO Office saves copy of report to an internal directory – Report data is entered and the report is linked to RIS – Posting of entry generates sequential number for report
- The Report is reviewed by the CAO, COO, CFO, and/or identified for review by CAO's Agenda Management Committee – Review process differs for Regular vs. MSC (Major, Sensitive or Comprehensive) reports
- If approved, CAO Office refers report to Mayor's Office
- If revisions are required, CAO Office refers report back to Department – Update to RIS generates Email to Department – CAO Office may close report – Process starts over when Department resubmits report
- CAO Office and Mayor's Office may identify reports for Political Review
- If revisions required after Political Review, CAO Office returns report to Department – CAO Office may close report
- If approved during Political Review, CAO Office forwards report to Mayor's Office
- Mayor's Office forwards reports to City Clerks for inclusion on agenda documents
- City Clerk's Office saves copy of report to internal directory – Agenda item with "decision making framework" created for each report
- Clerks create Index for agenda items and publish documents on DMIS – Clerks update RIS that report has been posted to committee agenda
- Following committee meeting, CAO Office updates status of report in RIS to refer to Disposition of Items document created by Clerks – CAO closes report

9.2 DMIS

- Internet (public documents) vs. Intranet (public and in camera documents)
- Intranet data (excluding in camera documents) uploads to Internet multiple times per day
- Administrators define access for Users to view In Camera on DMIS Intranet
- Multiple documents published for each Committee/Council meeting – Agendas, Addendums, Disposition of Items, Minutes, Council By-laws
- Subscription to RSS Feed provides Users with notification of agenda publications
- Committee Agendas are published not less than 96 hours prior to a meeting
- Committee Minutes / Disposition of Items are published within 24 to 48 hours following a meeting
- Council By-laws published within 48 hours following a meeting

- Minute document published to DMIS Test Post site – Content and format confirmed as accurate and then document republished to DMIS Intranet site
- Following adoption of minutes at next regular committee meeting, DMIS updated to reflect Minutes Adopted

10. Strengths

10.1 RIS

1. Is user friendly – Simple entry/search capabilities
2. A searchable database with thousands of reports in its archives
3. Easy to search stats on reports in RIS in various ways, i.e., reports by dept, year, etc.
4. Good archive of reports that have been closed or referred back
5. Provides a single point of entry for an electronic tracking system for review and approval of Department Reports by the Office of the CAO
6. Allows for Department Users to follow the status of a Report submitted prior to publication on a Committee Agenda
7. An electronic database of reports submitted to the CAO for decision, or for approval and submission to a Committee of Council
8. Allows for a Report to be forwarded through an Approval Sequence, i.e. Department - CFO - CAO - MYO - City Clerks
9. Reports are easily modified within the system
10. Some good error preventions built into the system – such as no 2 reports with the same name can go into RIS (unless report is closed in system)
11. Multiple versions of a report can be monitored / controlled within the RIS database
12. Sequential numbering for each report entered allows for distinction amongst reports of a same or similar nature
13. Search results are thorough and appear quickly; adequate filters exist
14. The use of the RIS can be modified to adapt to changing processes within the Office of the CAO
15. Meeting agendas, with hyperlinks to reports, can be automatically generated and forwarded by email to specified User Groups
16. Easy sharing capabilities – with different security zones – easy to change access for users
17. Varying degrees of Access (view, edit) available to be assigned
18. Has ability to add notes/comments as the status of a report is updated (returned to Department) with User permissions defining who may view the comments
19. Retains and tracks all emails it generates and sends
20. Sometimes manual actions are helpful when systems might err in automated recognition – it's good to have control to manipulate action by action in certain instances

10.2 DMIS

1. Simple, intuitive, easy to navigate for novice or experienced users
2. Presentation of data (Index on top, viewing screen of PDF on bottom) is generally well-received by users
3. Provides an enormous wealth of information and knowledge
4. Accessible to 24/7 to anyone, anywhere with Internet access
5. Respects and adheres to FIPPA legislation, including obscuring personal information from citizen submissions
6. Includes agendas, minutes and/or dispositions from Council and all its Committees, including ad hoc and advisory committees
7. Users may subscribe to receive email notifications for agenda publications for Council and Committee meetings
8. Decision documents, such as minutes/dispositions, are published within 36 hours following a meeting, and sometimes the same day
9. Decision documents are all encompassing outlining the action taken by Council/Committee, all motions passed on that subject matter at the meeting, along with all accompanying documentation (i.e. administrative reports), as well as any public submissions received
10. The ability to scroll through entire decision documents, viewing political recommendations leading up to the final decision is something not seen in other cities (the general ability is there, albeit slightly tedious with the current structure of data / lack of linkages between the data)

11. Offers electronic access to Council Minutes dating back to 1990, with the intention of gradually adding documents back to 1972 where the City came into legal existence.
12. Provides an all-encompassing Minutes document containing the political decision-making history as well as the background information used to make the decision, scrollable within the document
13. The Council By-law database is comprehensive, offering consolidated versions of all regulatory by-laws
14. Council By-laws are searchable with advanced search options, including multiple filters
15. The Council By-law database is updated within 48 hours following a Council meeting where bylaws are passed
16. Council Hansard - a verbatim transcript of Council proceedings, is published on a timely basis following each Council meeting
17. Council Electronic Hansard – the audio recordings for Council meetings, is also available
18. Video webcasting of live meetings will soon be recording, offering another service to users
19. Provides an overview for Council's 70-Plus Policy Statements, including hyperlinks within DMIS to all relevant Council Decisions
20. All-encompassing as well as filtered advance search capabilities exist within DMIS, including the ability to choose/limit the types of documents one wishes to search
21. Search results appear quickly
22. DMIS In Camera documents are secure within a separate database and user accessibility is monitored
23. Schedule of Meetings offers the Annual Schedule of Meetings for Council and its Committees, along with a separate Meeting Schedule for Community Committees
24. The Schedule of Meetings offers a calendar system outlining upcoming meetings, including hyperlinks to agendas, along with an option to set self-reminders
25. DMIS is now more accessible on mobile devices, such as the iPad and iPhone
26. DMIS is updated, upgraded and refined on a regular basis to address the needs and feedback of its users and clients
27. Internally developed solution allows for enhancements to be made as frequently as the users require
28. The proactive action taken by City Clerks to keep it current, as well as to continually compare within the municipal marketplace and be willing to consider and make changes accordingly

11. Opportunities for Improvement

These were the main areas identified during the user interviews that could benefit from improvements:

1. Time spent and manual efforts required to create a report, format it and revise it so that it can be reviewed by the Department Director
2. Time spent and manual efforts to continually check RIS Inbox and duplicate the efforts by copying data from the report into the RIS
3. Time spent and manual efforts to track the status of a report through RIS
4. Time spent and manual effort to track history of a report, agenda item or decision
5. Difficulty getting accurate search results
    a. RIS: inability to search by subject / keywords, often returns 0 results due to title limitations; user view access also limits search results
    b. DMIS: result set limited to 100, repetitive and numerous entries displayed in search results
6. Time consuming to track a decision’s history through the search feature
7. Users are not trusting that the results they get back from DMIS are complete and they may be missing valuable information
8. Time spent and manual efforts for Agenda, Minutes & Disposition of Items Creation
9. Duplication of documents, especially in DMIS, at multiple points in the overall process
10. Having two separate systems increases duplication and manual processes overall

12. Business Needs

All of the requirements must serve to meet the overall needs that have been identified by the business.

- Ensure entire system is intuitive & easy to use with minimal to no training required for external users
- Enable users to create documents quickly in an efficient way that minimizes or eliminates redundancy

- Enable users to manage the multiple versions of documents retaining the identity of the authoritative editions
- Enable users to manage the flow of documents across the organization such that necessary information is available without delay
- Ensure that all required approvals are able to be obtained in an efficient way
- Ensure quick & easy traceability of all items and visibility to their history within the system
- Enable users to search and gather information quickly to fulfill requests
- Ensure transparency to the elected officials and the general public
- Ensure ease-of-use by all users, especially the public facing users
- Ensure usability of system as an agenda management tool, especially during meetings
- Ensure that meetings are able to remain paperless

13. Report Creation and Department Approval

An Administrative Report is a document that presents information in the form of recommendations from the City Department for consideration of elected members of Council. Its goal is to inform as accurately, clearly and succinctly as possible.

The information provided in an Administrative Report is dependent upon its subject and origin, but is always analytical (for strategic long-term decision-making) or operational (answering the tactical questions regarding day-to-day operations of the organization) in nature. It may be prepared on an ad hoc, regular, recurring, periodic or as-required basis.

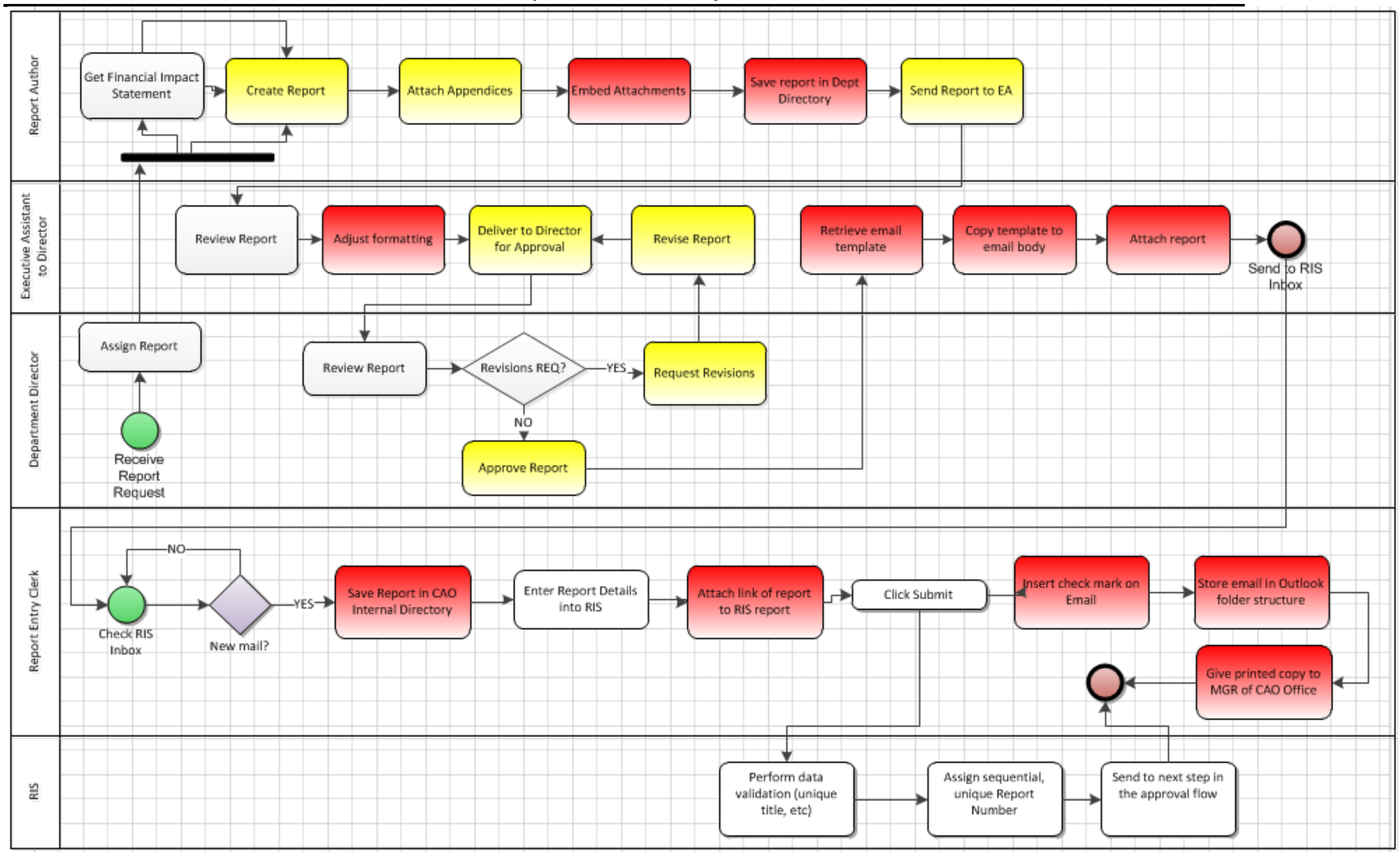
Administrative Reports, prepared by the City Department for consideration by members of Council, are submitted into the Report Information System (RIS) for review and approval through the Report Flow Process prior to being placed on a public agenda and considered by elected officials at the appropriate meeting of Council members. The amount of time required for reports to proceed through this process varies; reports with information that is fairly basic – Regular Reports – will move through the Report Flow Process in significantly less time than Reports with information that is complex – Major, Complex or Sensitive Reports.

To facilitate Council's Decision Making Process, each administrative report contains a Critical Path, which outlines the appropriate committee to consider the report. If the designated committee does not have the authority to make a final decision, then the next steps in the decision making process are also included in the Critical Path. A critical path is defined by legislation, by-law or resolution by City Council.

Administrative Reports typically originate from political direction – in the form of a Motion or Disposition – or as a department-initiated amendment, review or implementation of a policy to complete a project or task where the department does not itself have the authority to act. Elected officials, as the members of Council, are the only body with the authority to make the final decisions regarding a report's recommendations.

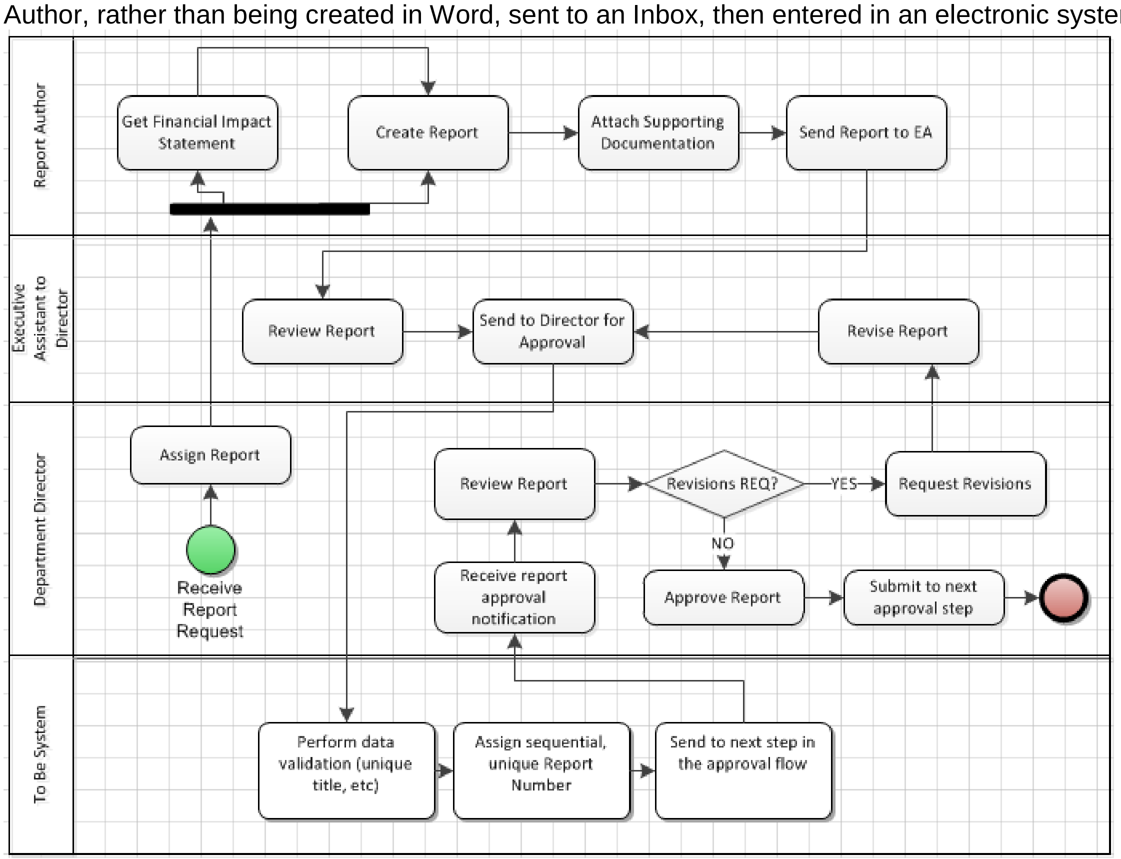
13.1 As Is Process

If a new system was implemented and the below requirements were met, the red items in the process flow diagram could potentially completely be removed from the process. The items in yellow could be enhanced to be more efficient but would still be required as part of the process.



13.2 To Be Process

The key difference in process is that the Reports would be created in an electronic system by the Report Author, rather than being created in Word, sent to an Inbox, then entered in an electronic system.



13.3 Requirements

RC01 - Allow users to create and store various types of reports directly in a centralized system

The optimal scenario would have the report created and entered into the system at the Department level, as it allows maximum efficiencies to be realized through eliminated tasks.

The types of reports created in the system would be expanded from the current "Administrative Reports" to any report created for the purposes of the Decision Making process. Reports from Ad Hoc and Community Committees would be included, but could have different approval workflows and rules applied to them than the Executive Policy Committee or Standing Committees reports.

Due to content / volume of reports, City Department reports destined for Community Committees (especially land use / zoning reports) are not included in the CAO Report Review Process, and thus not entered into the RIS. All City Department reports should be entered into the new system to enable the Office of the CAO to view Department reports at any stage in the process as well as to facilitate agenda assembly in City Clerks. Reports destined for Community Committees could continue to have ability to by-pass (be exempt) from the CAO's Report process.

Benefits

- Traceability – A report shall be traceable throughout its entire lifecycle eliminating a lot of the time performing searches, manually sifting through data to gather information on a report's history.
- Version Control – all versions shall be available with the most recent one being displayed to users, and the ability to review or track changes made to it throughout its lifecycle
  - Users don't have to remember to identify a report as being a revised version of a past report
- Eliminates all duplication of documents being saved in various users file directories across the organization
- Disk space and associated costs would be reduced through using one central source of the report rather than having each user save it separately.
  - The impact of this might be reduced due to the fact that the majority of these documents are text based and so would be relatively small in total size
- Approving, Rejecting or requesting revisions would be electronic, making the requests and revisions traceable and able to be actioned more efficiently and potentially quicker.
- Time spent looking for various versions in various locations would be minimized
- Time spent creating a report would be minimized
- Prompts in the system, layout on the screen, tool tips, etc. would help to ensure that the right information was entered more often, reducing the time to follow up with errors or request/make revisions.

RC02 - Create versions of each instance of a report with timestamp and user information

RC03 - Always display the most current version, while allowing users to access past versions

In the current system, each time a major change is required to a report, the report is referred back to the Department and closed within RIS. When the Department performs the revisions it is by editing a copy of the report, making the required revisions, then putting the report through the entire process again to have it entered to RIS. This is manual, time consuming and generally inefficient. It also doesn't allow any ties to be made to previous versions of the report. Furthermore, the system requires that each title be unique, so even multiple revisions of the same report would appear to be entirely new and different reports, causing future difficulties in tracking and searching for an item.

During the approval flow the approver must check, and hopefully the report creator has remembered to enter it, that this report is a revision to a previous report. The approver must then go to RIS and try to find that previous report (with a different title) and compare the two to make sure the required revisions were done satisfactorily. A lot of this part of the process relies on an individual's memory recall, which can introduce the unnecessary risk of human error and does not take into account changes in staffing and task reallocations.

The new system shall automatically save a version of the report each time it is saved with additional user and timestamp information for tracking purposes. It allow users to know who changed the item and when, at the minimum. Key information fields would be user name, title, department and date/timestamps.

Having information on what was changed is not a must-have requirement but would be useful if it was available. The users do use the Track Changes collaboration tool at times when creating the reports in Microsoft Word.

The most recent version of the report should always be displayed but the user should have access to past versions as well. It is very important to users to always be able to keep track of the "Official" version which is the most current version of the report.

This would increase user confidence that they are viewing the most recent version. It would also be more efficient to have the versions compiled together and accessible with a click of a button rather than having to perform a search for it.

RC04 - Allow users to create, store and use Report templates directly in the system

The type of document would dictate which template should be used for its creation. The current template used for Administrative Reports has been approved and is being used with little improvements requested. Some reports, not categorized as Administrative Reports, might require a different template.

Administrative users would create the initial templates to be used within the system; individual users would not have access to make changes to these templates

Benefits

- Users wouldn't have to know where to look to find the template or question which version is the most current.
- Eliminates time wasted on errors and follow up due to using the incorrect template
- Eliminates duplication of everyone saving the template in their own file directory
- It would ensure more consistent following of the template because there would be no other option to create a report.
- Process to update templates and communication of the updates would be simplified – there would only be one central spot to change the template and limited communication would be required because the new template would automatically be available to the user upon creating a new report.
- It would eliminate the need for the EA or other user to adjust formatting of the report prior to delivering it for approval because there wouldn't be a way for users to change the format of the report at any stage.

RC05 - Allow users to attach any format of supporting documentation to a report

RC06 - Allow users to view report with consolidated attachments with the additional option to view report & attachments separately

Allowing any types of attachments would eliminate all current problems associated with embedded attachments. Attachments would be able to be added to a report, agenda item or any other place it is available within the system and would no longer be required to be embedded within a document.

The current Report Template provides for a maximum document size, so Departments with more than the four-page limit insert icons for attachments within the body of the report. Sometimes when printing/publishing the report, the icons are missed, which leads to the reproduction of an incomplete report. Also inconsistent placement of attachment icons within the report causes the potential for oversight and users are frustrated when they learn they have missed important information, especially if it is revealed in a future meeting.

The root cause of this problem is the requirement for a report to be only four pages, which introduced the issues resulting from attachments being embedded into reports. Potentially reviewing this administrative issue could provide a temporary resolution.

The overall goal would be for attachments to be clearly visible & easily identifiable by users.

There have been requests for two ways to view attachments to a report – the first, and preferred method would be for the attachments to be consolidated with the report and appear after the report in one consecutive list and it would appear to all be one document.

The report would need to remain editable until the point at which it is made public and provided to City Clerks for inclusion on an Agenda.

An additional view that has been requested is where the report would be shown in its entirety, perhaps in a separate window and the attachments would need to be clicked on to open them individually if the user wanted to see them.

It is also important to users to know when attachments are available for a report. In the past confidence has been lost because sometimes an attachment icon will be shown on a report but won't open anything or the user wouldn't realize there were attachments and miss valuable information. The new system would have to always very clearly mark attachments that were available and ensure that the links always worked so that user confidence could be restored and information wouldn't be missed.

Benefits

- Eliminate all current issues with embedded reports
- Eliminate all the additional time spent embedding attachments
- Eliminate missed or lost data when attachments are not carried through the system, converted completely, etc.
- Significantly reduce duplication as the source document would be imported to the system, and then linked to any other document it was required for

RC07 - Allow users to flag reports as 'Regular' or 'Major, Sensitive or Complex' (MSC)

There are currently two main tags for report complexity – either "Regular" or "Major, Sensitive or Complex". Having this as a flag would potentially indicate a different approval flow or the requirement for the item to appear on an Agenda Management Meeting or other level of meeting that perhaps is not required for a Regular report.

The current system does allow for users to identify that a report is one of these 2 types, but it doesn't have any system logic to implement different actions based on the type. The MGR of the CAO's Office would be responsible to manually identify this flag and route it through the correct approval flow as necessary. Having automated system rules would save users time as well as reduce the risk of human error.

Functionality would need to continue to allow flags to be turned on and off based on permissions.

RC08 - Allow users to flag reports as In-Camera

In-Camera reports have very specific security requirements as they are highly confidential and cannot be released to the public at any point without serious financial and political implications. They can only be published on In-Camera agendas.

In-Camera reports can only be flagged as such, up to the point that they are included in an Agenda for a City Council meeting. The report may have been marked as in-camera for other meetings in its lifecycle but then would need to be unflagged once it is scheduled to be reviewed at City Council and published on a City Council Agenda.

All attachments added to an in-camera report would also need to be maintained as private until the report was no longer marked as in-camera.

The current system does allow for reports to be flagged as In-Camera; a separate process exists to publish these items on In-Camera Agendas and special permissions are created in DMIS to ensure the security of these items.

Functionality would need to continue to allow flags to be turned on and off based on permissions.

RC09 - Allow users to have visibility to all flags (In-Camera, Regular/Complex, and Time Sensitive) throughout the system and the report's lifecycle

All flags / attributes that are identified on a report must be clearly visible to all users viewing that report so that all information is being clearly communicated.

AC07 - Use system validation to only allow In-Camera reports and items to be published on an In-Camera Agenda

RC10 - Allow users to have and track online discussions during Report Review / Approval process

This functionality would have a significant impact on the Department Director, Manager of CAO Office, CAO, COO, CFO, City Clerks and other members of the CAO's Agenda Management Committee

In order to enhance and possibly streamline the Complex Report review process, users desire the opportunity to have option for online input/discussion.

This may reduce the volume of reports considered at meetings of the Agenda Management Committee. Alternatively, obtaining commentary prior to the AMC meeting may assist during the report review, and provide the authoring Department an opportunity to preview and provide feedback on the preliminary commentary. Also, this could also provide an opportunity to Departments who were consulted during the assembly of a report, to indicate their concurrence or points of difference, and may help a Department Director if he wishes to attend an AMC meeting to speak to a report.

The information received from City staff could be retained as part of a side-bar or blog discussion on the Report Flow History, or alternatively the CAO's Office could be given the authority to archive or delete the commentary.

Accessibility to the discussion or "blog" could be defined, and subsequently amended on an as-required basis, within the Office of the CAO.

14. Report Timelines

Timelines for administrative reports are dependent upon the type of report being considered; there are two types – *Regular Reports* or *Major, Sensitive, or Complex Reports*. All RIS reports will fall into one or the other and the amount of time required to review and approve each type differs greatly.

14.1 As Is Process

Regular Reports

- Regular Reports (or 'direct' reports) do not require agenda management or political review meetings.
- Regular Reports seldom include substantial details in the Financial Impact Statement (FIS), are sometimes revenue/cost neutral or costs are being absorbed within departmental budgets.
- Regular Reports have minimal impact on the community in question, or if any, it is positive and supported by Ward Councillor, committee and community.
- Regular Reports may require revisions at the request of CAO/COO/CFO that are most often minor in nature.

Regular Reports are required in the RIS system no less than 5 full business days before the publication of agenda (agendas are published to DMIS no later than 96 hours before the Committee meets), or 9 days prior to the committee date. The deadlines established by the Office of the CAO for report submission are the “drop dead timelines”; submitting reports in advance is always recommended and allows time for minor modifications, if necessary.

The following is a chart breakdown of what occurs of each step in the report flow process of **Regular Reports** over a minimum of 9 days:

Drop dead date* in process to proceed to next committee date in the cycle	**Step in the Process**	**Process Step Description**
96 hours before committee	Agenda publication on DMIS	No revisions or additions once reports have been made public – elected officials and City staff may be asked by media and public to speak to these reports at this point in the process
9 business days before committee**	review and approval process	CAO office must receive, enter into RIS and review; additional days to accommodate political review and potential revisions.

*Drop dead dates are the LAST possible date to move a report through the cycle; reports should be submitted with more time wherever possible
** The date that the committee meeting is to occur does not count as one day; please always count back from the committee meeting’s date excluding that date from your count
***weekends and statutory holidays ARE counted in this 96 hour publication time

Major, Sensitive or Complex Reports

- Major Reports have a significant impact on affected wards, communities or industry.
- Major Reports often have a significant financial impact and may impact rates (increase) or services to citizens
- Major Reports may recommend a change to existing policy, or the creation of new policy; a by-law amendment or creation of a new by-law.
- Major Reports may recommend that a previous decision of Council be rescinded or amended.
- Major Reports may recommend Council delegate its authority.
- Major Reports may include negotiations with unions, organizations, private partners or other levels of government.
- Major Reports may include a Memorandum of Understanding (or other similar agreements).
- Major Reports may include an award of contract.
- Major Reports may include easements or zoning changes for a commercial property/development.
- Major Reports may recommend a sale, purchase, lease or declaration of surplus property or other real estate transaction.

Major Reports are required in the RIS system no less than 15 full business days before the publication of agenda (agendas are published to DMIS no later than 96 hours before the Committee meets), or 19 days prior to the committee date to accommodate agenda management review, political review and discussion, and time to accommodate revisions as required. The deadlines established by the Office of the CAO for report submission are the “drop dead timelines”; submitting reports in advance is always recommended and allows time for minor modifications, if necessary.

The following is a chart breakdown of what occurs of each step in the report flow process of **Major, Complex or Sensitive Reports** over a minimum of 9 days:

Drop dead date* in process to proceed to next committee date in	**Step in the Process**	**Process Step Description**

the cycle		
96 Hours before committee* **	Agenda publication on DMIS	No revisions or additions once reports have been made public – elected officials and City staff may be asked by the media and general public to speak to these reports at this point in the process
19 business days before committee**	Review, political discussion and approval process	reports submitted to RIS, reviewed by CAO Office, political discussion (perhaps multiple revisions and meetings are required)

*Drop dead dates are the LAST possible date to move a report through the cycle; reports should be submitted with more time wherever possible
** The date that the committee meeting is to occur does not count as one day; please always count back from the committee meeting's date excluding that date from your count
***weekends and statutory holidays ARE counted in this 96 hour publication time

14.2 To Be Process

No changes to the current process were identified as being required by users that were interviewed.

14.3 Requirements

RC11 - Allow users to flag reports as Time Sensitive

Allowing users to flag reports as Time Sensitive is important for identifying priority to key approvers and enabling more efficient management of these reports.

This functionality is currently available in the RIS but is not able to meet all of the users' current needs. Oftentimes a reason for why the report has been identified as Time Sensitive is missing and would result in manual follow-up being required to justify the reasoning behind the flag.

Although it is too detailed of a requirement for the scope of this document, it is important to have "Reason" be a required field when a user flags a report as Time Sensitive so that the approver can validate it as such.

RC12 - Allow users to electronically determine estimated timelines for a report

Many users expressed interest in having an ability to choose a date that they would need the report on a future agenda for and then the system, based on some rules, would calculate an estimated date that the report must be entered into the system, approved by CAO office, etc. This would give users a tool to better manage the entry and approval processes for a report.

Another potential way to look at it is for the system to calculate "If you submitted the report for approval today, this is what day it should be completed the approval workflow by".

If the system is not able to meet this requirement through a direct function then the goal would be to somehow give users visibility to timelines/deadlines for report approval based on required date onto an agenda.

Some users also requested clarification on the timelines. For example does 90 days mean business days, calendar days, including or excluding statutory holidays? Having an estimated date pre-populate from system logic and rules would eliminate this confusion and would allow for the best time management possible by all of the users that need to be involved throughout the process.

Another suggested implementation idea for this is to implement some sort of calendaring system where, when the Department enters report that projected timelines appear for submission deadlines, as well as for committee consideration. The Calendar would automatically update as report flowed through Review Process. The Calendar system would also be viewable by those tracking the status of the report.

15. Consultation and Concurrence

Some reports are consulted upon by various departments and concurrence is required before they can be approved at the CAO or Mayor's level.

15.1 Requirements

CC01 - Allow users to collaborate with other departments for the creation of a report, prior to it being submitted for approval, through an automated workflow

CC02 - Allow users to flag a report that requires or has received consultation and/or concurrence from another department

CC03 - Allow users to append the report with consultation/concurrence information, comments or results

Users have expressed interest in being made more aware when a report has been identified as requiring or having received consultation/concurrence from another department. The department identified as having given this would like to verify that the appropriate users were involved in the task and/or have knowledge of the event occurring.

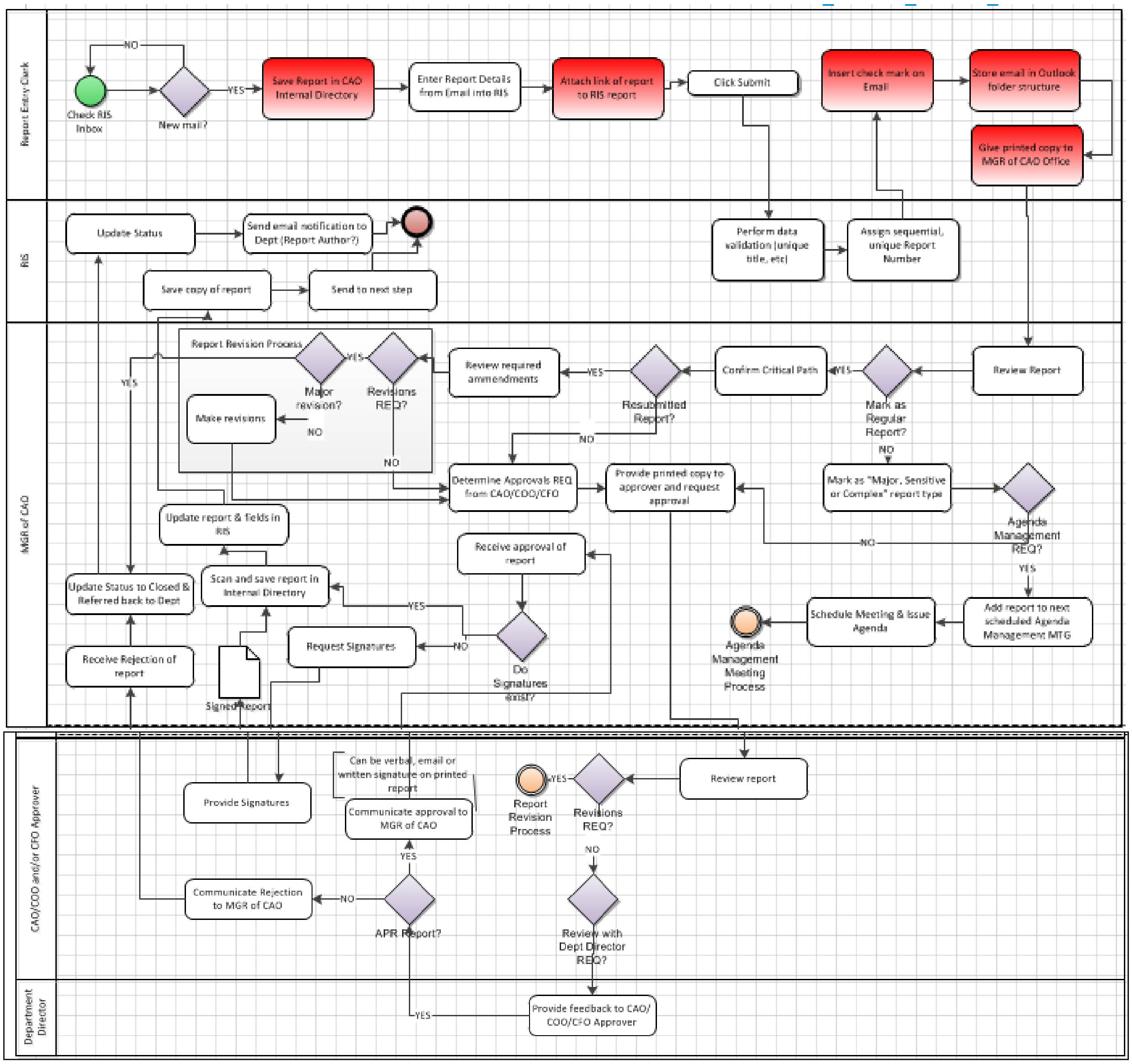
It would be important to identify/manage the request for consultation/concurrence, what level is required, its flow through an automated workflow, as well as the concurrence decision and have the report identified throughout its lifecycle as having received consultation/concurrence.

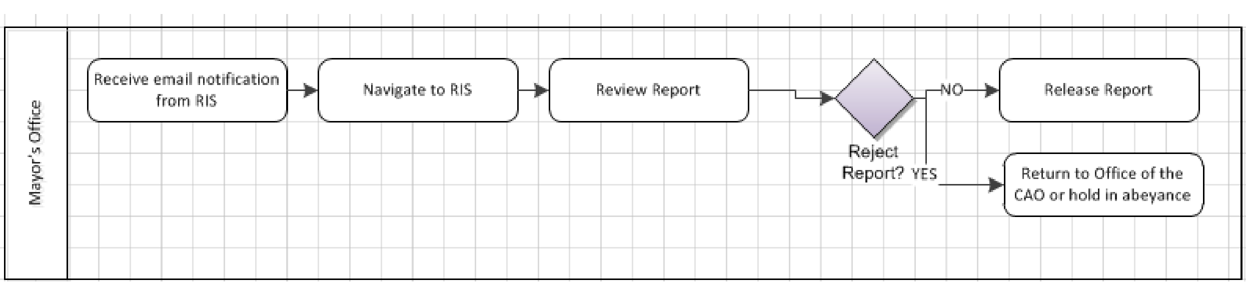
While it is also important to capture the comments / history that occurred throughout the consultation process, this information should not move with the report past the CAO Office. This information is relevant only to the internal process and should not be made public when the report is made public.

16. Report Approval

16.1 As Is Process

Reports are approved by the Office of the CAO and are reviewed / released in RIS by the Mayor's Office for inclusion on an Agenda.





16.2 To Be Process

By having the report created during the Report Creation step directly into an electronic system, all of the steps dealing with retrieving the report from an Inbox and entering them into the RIS will be eliminated.

The system would still need to perform the data validation, routing and notification functions of the current system.

Further discussion would need to be had with project stakeholders to determine how much of the actual approval process would stay the same, as much of it is done external to the system and would most likely stay the same so as to not disrupt the political parts of the process.

16.3 Requirements

RA01 - Allow Administrative users to create & manage various report approval workflows

RA02 - Automatically apply approval workflows when reports are submitted

The As Is system does allow approval workflows to be set up for reports. However there is a new requirement to apply different workflows based on the type of document being routed as well as the flags like In-Camera, Time Sensitive, Require Consultation/Concurrence, etc. Some reports will have a required approval workflow, while others may not have any required approvals prior to being added to an Agenda.

As the system expands to allow for more types of reports, flexibility of approval workflows is critical.

Various approval workflows could be assigned for Director / CAO approval, and Mayor's Office report release. A combination of permissions and workflows would determine who could see the report at any time and be able to perform the required actions against it.

Approval workflows would need to be optional and flexible based on type of report so that all departments could use the system for document storage of the reports and routing them for placement on an agenda, but not necessarily for the in-depth approval flow that some other report types might need.

One example is a report created by the Audit Department. A modified report template serves as the first/cover page for the Audit Study – the Study itself being in a different format. As the City Auditor reports directly to Council, his/her reports are not subject to approval by the CAO prior to submission to the Mayor's Office for inclusion on an Audit Committee agenda.

Another example is the submission of a document by an external organization with a reporting relationship to a Committee – i.e. General Council of Winnipeg Community Centres. In this instance, the GCWCC reports directly to the Executive Policy Committee, but before their document is placed before EPC to consider, the Mayor's Office requests the CAO to have the Department Director provide a supplementary report commenting on the GCWCC's recommendations.

It is important that automated routing is implemented through this requirement. This automation would facilitate work-flow, as the system processes would guide the user through the CAO's defined Report Review Process, rather than each user having to interpret (guess) the process for each report submission. Based on pre-designed workflows the system would automatically send the item for approval to the appropriate user once submitted.

Certain users need the permission to be able to edit the currently assigned workflow of an item for exception cases.

Benefits

- Reduce some of the tasks and eliminate the current process of saving reports to various directories throughout the approval process
- Time saved in not determining the approval workflow for each individual report
- Mitigating the risk of having the chosen approval workflow be incorrect and requiring changes / re-routing by the Office of the CAO
- Traceability - Able to see the history of a report through the approval flow
- Eliminate / Minimize need to be printing paper copies, thereby further realizing benefits associated with becoming a more paperless organization

RA03 - Allow users to identify & manage the Critical Path

The Critical Path identifies what path a report will take through the Political process. This means whether it is required to be reviewed on a Standing Committee, EPC or City Council Agenda.

The current RIS allows this attribute to be managed in the report template as well as a field in the RIS. The MGR of the CAO has authority to manage the Critical Path throughout its life in the Approval workflow.

RA04 - Allow users to track the status of a report at any point in the approval process

Users have identified the need to track the status and whereabouts of a report at any point in its lifecycle. Currently due to permissions or limited statuses available it is not always clear where a report is in the approval flow or why it hasn't yet been added to an agenda if a user was expecting it to have been.

Users in the department track the status to know when it will appear on a meeting agenda but currently have to follow up manually with the CAO office which is time-consuming for all parties involved.

Reviewing the current statuses available and perhaps expanding that list or having it linked more directly to the approval workflow step the report is currently at should help to alleviate this concern and give users the visibility that they require to manage these reports.

Benefits

- Decrease frustration of users by not knowing where a report is
- Eliminate time-consuming manual follow-up
- Able to better manage time and resources

RA05 - Allow users to identify reports that they are tracking

This has been identified as a potential requirement if it is possible to implement in a new system.

The users would like a way to highlight or flag reports as ones that they wish to specifically track for a period of time. These could then be added to a "My Reports" view that would show them various fields of information for those reports that have been selected for tracking purposes.

SharePoint has an "Alert Me" function that behaves similar to what is being requested. It allows the user to be select to be notified when an item changes (any changes) or be sent a daily/weekly summary of all changes instead.

RA06 - Not allow changes to be made to a report once it has received a final approval

Reports are locked from users at various points in the process. Once reports have reached the Office of the CAO they are locked from editing by the Department unless the MGR of the CAO refers the report back to the department for changes. Once reports are approved to be added to an agenda, no further changes can be made to them and they are considered static. These reports will eventually end up on an agenda in the DMIS in order for a decision to be made.

RA07 – Allow approvers to approve, decline, release, refer reports back and/or add comments

Approvers will need multiple functions to be able to perform the approval role. The approver must be able to take the standard approve/decline actions as well as refer reports back to a previous stage. Comments should always be available to be entered for full communications and history capturing.

The Mayor's Office also plays a role in reviewing the reports and releasing them for inclusion on an Agenda. Although not a direct approval, they will still need to be part of the approval workflow and have the option to Release, Decline or Refer a report back to the Office of the CAO.

RS01 - Automatically update Reports' status once Agenda is published

Currently there is a manual process that should be done for all reports. Once a report has been added to an agenda and that agenda has been published the item's status needs to be updated to show that it has been posted to an Agenda.

Benefits

- Eliminate manual time and effort spent to update status for all reports used on an agenda
- Eliminate risk of statuses not being updated for all reports
- Allow for easier tracking of a report's history
- Allow for better communication to all users

RS02 - Automatically update status of a report upon Disposition of Items Publication

After reviewing Dispositions published in DMIS, the CAO Office currently updates the status of reports in RIS. This task could be eliminated by having the new system automatically update the status of all reports identified in a Disposition of Items document.

The CAO's Office changes the report status from "Posted to Agenda for xxx Committee" to "Disposition issued by xxx Committee". This is a manual update done by CAO Office staff for each report submitted to the EPC and Standing Committees. This can be a time consuming process, as RIS and DMIS are separate applications, and one would have to continually navigate between systems to ensure all reports are captured during this update process. Also, as the Committee is named in the "Posted to Agenda" status and the "Disposition issued by" status, updates would also have to be done committee by committee, vs. one all-encompassing update. As part of this RIS update on reports, once the status has been changed to "Disposition issued by xxx Committee", the report is also closed (archived).

With the proposed elimination of Clerks entering Action Required By in Dispositions, and the CAO Office providing direction to Departments following meetings, the system should have an automated update for report status. Also if committee recommendations result in subsequent (supplementary) report back to the department, the system should be able to track the connection between both reports.

17. Agenda Creation

17.1 As Is Process

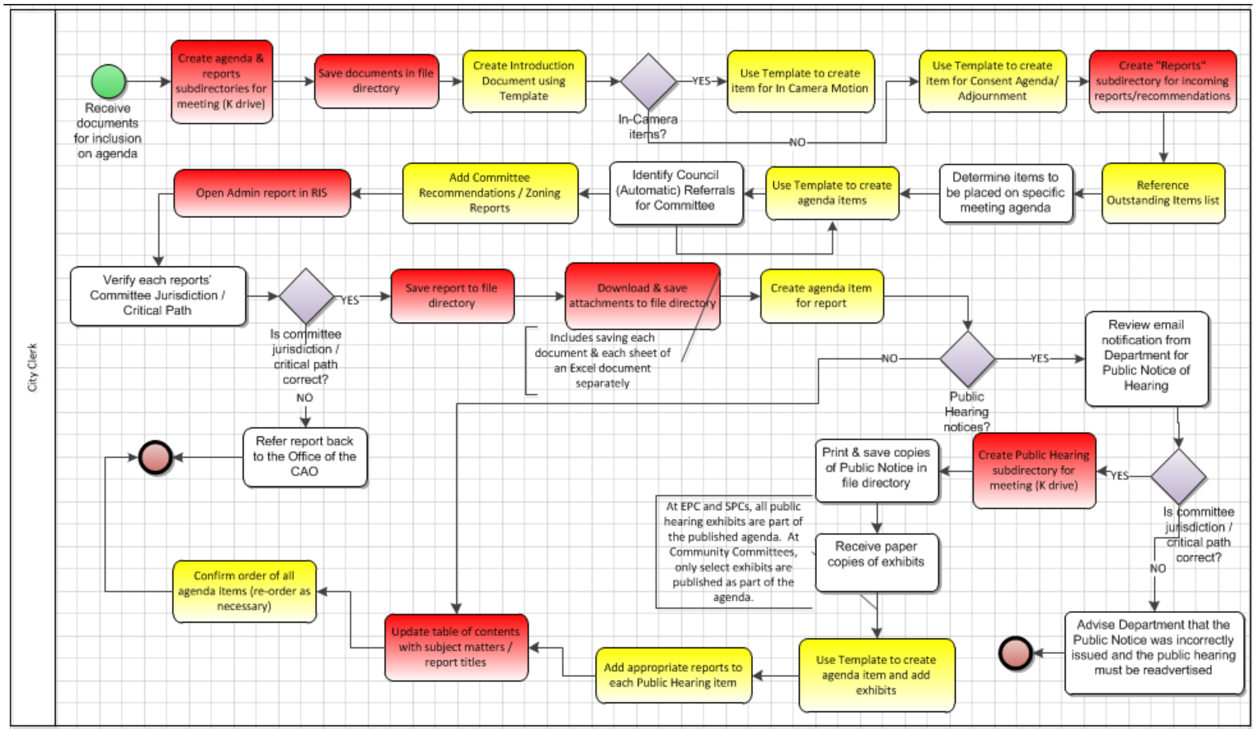
If a new system is to be implemented and the below requirements were met, the red items in the process flow diagram would be completely removed from the process. The items in yellow would be enhanced to be more efficient but would still be required as part of the process. Items in white would remain relatively unchanged or require human intervention so would not be affected by the automation a new system could provide.

The current Agenda Creation process essentially involves building the agenda using a Word template and then using the DMIS to publish it. Various sections and individual agenda items with reports and/or attachments must be manually created piece by piece to compile the entire Agenda.

All reports residing in the RIS would have already been approved by this point but must be reviewed to ensure that they match the designated Committee Jurisdiction / Critical path and they must then be saved out of the RIS and attached to the Agenda document.

- Designated City Clerks receive emails with RIS hyperlink to an administrative report
- Copy of the report is saved to a designated internal directory – Each committee meeting is set up in a separate subdirectory

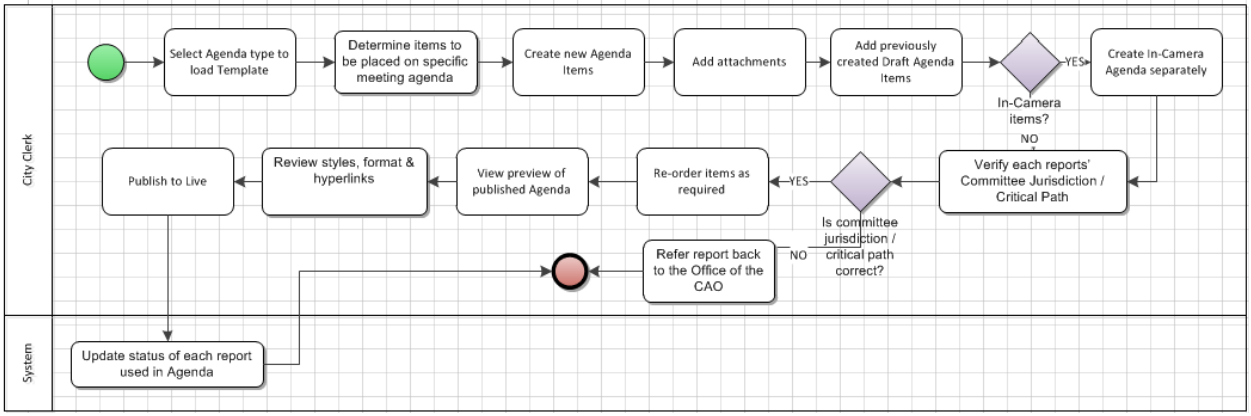
- Agenda item created with “decision making framework” for each RIS report – Report attachments (often) created as companion documents
- Index created to facilitate posting of the Agenda document to DMIS – Index is an outline of the entire contents of the agenda, i.e. headings, reports, corresponding attachments, with all items being hyperlinked to individual documents in subdirectory
- Agenda document published to DMIS Test Post site – Content and format confirmed as accurate and then document republished to DMIS Intranet site
- Three times daily DMIS Intranet uploads to DMIS Internet – City Clerks and Corporate IT have established these automatic uploads to coincide with agenda/addendum publications – Immediate uploads to DMIS Internet can be coordinated with Corporate IT as required
- Once agenda documents are published to DMIS Internet, no changes to content are permitted – Addendum publications add reports or additional content



17.2 To Be Process

While there is definitely some automation that could be introduced to the Agenda Creation process, the users were relatively satisfied with the current processes and felt that they were streamlined over the years to make Agenda Creation more efficient. They did not see much additional value being realized through additional system automation.

Automation would allow for Creation & Publication to be done quickly, efficiently and in less steps than are currently required for these processes so it may be valuable to explore the option of what automation is available.



17.3 Requirements

AC01 - Allow users to create, store & use custom created Agenda templates directly in the system

Currently, users have a template that they use to create an Agenda for an upcoming meeting. The framework does not require any changes to it.

However, by using template internally to the system, Agenda Creation could be made much more efficient by having all templates stored within the system and automatically applied to each section of the Agenda. The Agenda template itself would be flexible and able to be changed with a simple drag and drop or click of a button rather than the current process where Word documents, hyperlinks, etc. would need to be adjusted.

The same benefits would be realized as using Report templates within the system.

Benefits

- Department Users wouldn't have to know where to look to find the template or question which version is the most current.
- Eliminates time wasted on errors and follow up due to using the incorrect template
- Eliminates duplication of everyone saving the template in their own file directory
- It would ensure more consistent following of the template because there would be no other option to create a report.
- Process to update templates and communication of the updates would be simplified – there would only be one central spot to change the template and limited communication would be required because the new template would automatically be available to the user upon creating a new report.

AC02 - Automatically create the Table of Contents for an Agenda

Users currently create an Index file and Table of Contents in order to publish the Agenda and ensure that users viewing the agenda are able to easily navigate it.

By having the system automatically create the Table of Contents based on the headers, reports, etc. the time to complete the Agenda Creation process could be reduced.

The Table of Contents layout needs to stay the same as it currently is, allowing users to quickly and easily jump to any header, report or attachment within the Agenda.

AC03 - Allow users to create automated, electronic Agendas

Although the current system does meet this requirement, it may be worth investigating how new applications approach the Agenda Management functionality and the potential value that could be realized.

Having to create file structures for each meeting and different types of reports is a manual task that would be eliminated with any automated Agenda Management functionality.

Users must perform additional manual tasks of saving each report out into a file directory along with any relevant attachments. These tasks could also be eliminated by having the reports in the same system from which the Agendas are being created.

There is a lot of duplication with reports, as each time a report is used on an Agenda it is saved in a new file directory rather than being linked to its original source location within the RIS. This can end up being costly when large documents, such as budgets are duplicated multiple times.

Benefits

- Eliminates all tasks regarding creating file directories or saving to file directories during Agenda assembly.

AC04 – Allow users to use the Agenda Creation functionality for Informal Meetings

Currently Open Session and In-Camera Agendas are created for regular and special Council/committee meetings but Agendas for the CAO's Agenda Management Committee meetings could also utilize the system functionality and the benefits realized through the process efficiencies.

AC05 - Reports used in Agenda Items must be links/views of source report document

The agenda framework usually consists of two parts/pages. The first page outlines the subject matter and the recommendation to be considered by committee - usually either an administrative report if one is appended, or a recommendation from another committee. The second part/page is the political decision making history - if the agenda item is created from another committee recommendation then that committee recommendation is on the second page - if the agenda item is created because an administrative report is created, and if the committee decision requesting the report is not outlined in the report reason, then that committee decision is outlined as part of the decision making history. Recent streamlining has reduced the duplication of information outlined in the decision-making history and the administrative report, when appropriate.

The agenda framework links should be linked to the single source version of the reports that are being stored in the new system. Also following a meeting, once the minutes are created, the minute framework can also be linked to that report. There would be no changes to the process by City Clerks in the recording of motions and decisions during meetings, it would be simply that the administrative report is no longer included (embedded) in the agenda/minute item. If this was the case, then less duplication of administrative reports would occur, less space would be required for the storage of agenda/minute documents, and ideally this may reduce the multiple hits revealed in a basic search on DMIS, another issue mentioned by department users.

Another example of unnecessary reproduction of a document is during the annual Capital/Operating Budgets review process. The Draft Budget document is tabled at an EPC meeting, and then referred to the three Standing Committees for recommendation back to EPC, then EPC makes its recommendation to Council, and then Council considers and adopts the Budget. The budget document is sizeable, usually +/- 200 pages with graphics and charts. If you take into account that the draft budget document is attached to an agenda and minute document for each committee that considers it, it is reproduced 10 times after its initial publication. This example occurs twice each year - for both the Capital and Operating Budget review processes.

AC06 - Allow users to attach any format of supporting documentation to an Agenda

There are currently enormous amounts of manual effort and time spent on attaching supporting documentation to an Agenda. If the attachment is an Excel document, each individual sheet must be saved as a separate document to be added to an Agenda item. There are also significant manual efforts involved in creating a hyperlink to each attachment on the Index document. All of these additional tasks would be eliminated if the user was easily able to attach documents to an agenda item. The potential of error for pages to be missed would also be significantly reduced.

AC07 - Use system validation to only allow In-Camera reports and items to be published on an In-Camera Agenda
AP03 - Allow department users to publish an Agenda as Private or Public

Currently a report is marked as in-camera in the RIS but sometimes it is not as visible as it could be and there is risk for it to be missed and not put onto an In-Camera Agenda for a subsequent meeting, which could end up having serious implications depending on the report. This risk would be mitigated by having a more visible flag and one that would stay with the report for its entire lifecycle until the point where the flag was removed and/or the item was scheduled to appear at a City Council meeting.

This risk could be even further mitigated, by only allowing In-Camera agenda items to be added to an Agenda that itself has been marked as In-Camera. One of the benefits of having an electronic system is that rules such as this can be automated and not require any human intervention or management which would significantly reduce the risk of errors or omissions.

AC08 - Allow users to create an Agenda from a previous Committee Minutes document

Currently, the Committee Minute document is reformatted to become the next Committee Agenda document in certain situations. This is applicable if the Committee recommendation moves up to another Committee (i.e. Community Committee recommendation to Standing Committee or Executive Policy Committee) It is also applicable for EPC and Standing Committee recommendations/reports to Council.

It would be a nice feature to somehow be able to create a new Agenda from a previous Minutes document. A lot of the text would be input already for the user, eliminating any manual efforts to copy this information over. Some rules would need to be put into place for how the document conversion would take place.

Benefits
Increasing automation in the task to create Minutes documents from Agendas will
- Decrease the amount of manual efforts to create a Minutes document
- Eliminate duplication
- Increase efficiency of this process
- Increase the potential to share information between CAO Office, City Clerks and other Departments

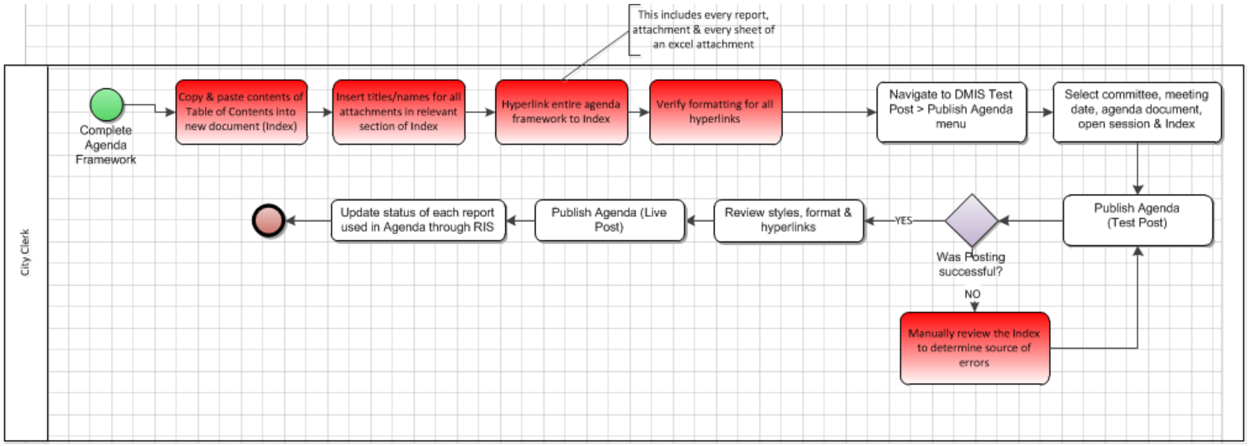
18. Agenda Publication for Committee Reports

18.1 As Is Process

City Council agendas are assembled, and approved within City Clerks, upon receipt of the following:
- Committee Reports from the Executive Policy Committee and the Standing Committees and the Governance Committee of Council
- Communications from the Legal Services Department submitting by-laws for consideration of first, second and/or third readings
- Other communications, such as from Provincial Government Ministers, from the City Auditor submitting annual reports

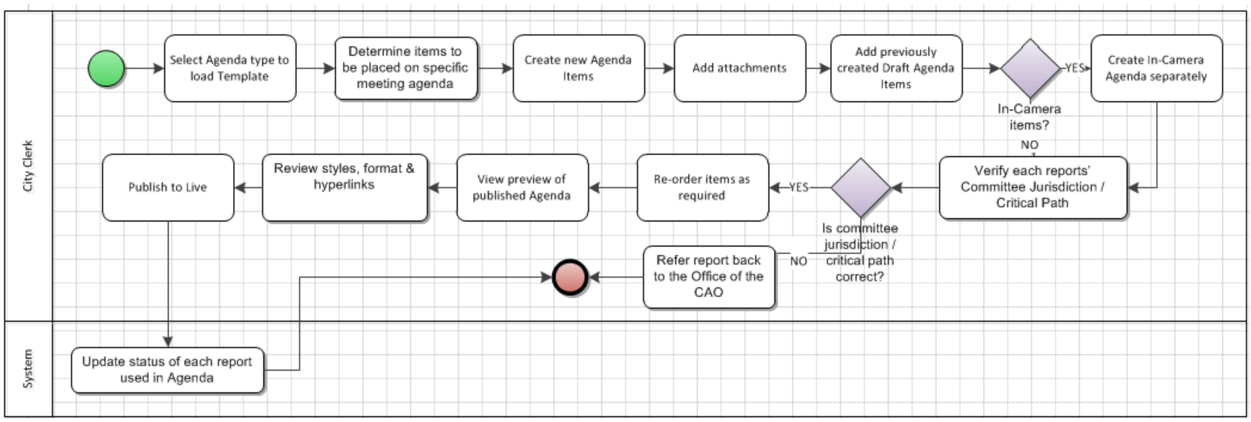
The five Community Committee agendas are assembled in consultation with its three members, and approved by the Chairperson, which position rotates amongst its three members.

The existing system accommodates the assembly of all committee agendas, recognizing the approval processes vary for the different committees. As modifications to the agenda approval and publication process is beyond the scope of this project, a new system would be required to incorporate all of the existing functions.



18.2 To Be Process

Note that this is the same diagram as used for the Agenda Creation To Be process. This is meant to illustrate the enhanced system functionality to be able to publish the document in essentially one step. The result would be that the Agenda Publication process could be appended to the Agenda Creation Process rather than considering it a separate process.



18.3 Requirements

AP01 – Allow department users to publish the Agenda within the system, without a manually- created Index document

The current act of publishing an Agenda using a manually-created Index could be made more efficient with increased automation. Currently, users must create an Index document which involves making a copy of the Table of Contents and then creating individual hyperlinks to each report and agenda item. Department users also perform the publish process multiple times to “Test Post” it and then make it available on the internal DMIS.

Department users should be able to simply click a button to publish the Agenda. Preview functionality should be included as a view prior to publishing, rather than requiring the repetition of the entire Publish process.

Eliminating the tasks associated with creating an Index file manually for publication purposes could result in significant reduction of time and costs, dependent on how many Agendas / Index files are created each year. Eliminating the need for “Test Post” would also reduce the user workload and save time, as long as it was replaced with a more efficient process to preview the Agenda prior to Publication.

AP02 - Allow department users to preview an Agenda prior to Publication

Currently department users must perform the steps to publish a document in a development version of DMIS in order to preview what it will look like once published. This process could be made more efficient and many tasks eliminated by advances in the technology available in new systems. This function would allow department users to click a Preview button rather than go through additional steps to preview the document.

There is also a requirement for all City Clerks, based on permissions, to have access to view an unpublished Agenda.

AP03 - Allow department users to publish an Agenda as Private or Public

Department users must be able to choose whether the Agenda will be published only to internal department users or to the general public.

This need is currently met through the auto-synchronization to the Intranet, and would need to continue to be met within a new system. A separation and inefficiency exists, however through having two locations for DMIS – DMIS Intranet, available internally only, and DMIS Internet, available externally.

Data being kept in two sources is not the most efficient due to data storage costs, backup requirements and overall maintenance of two systems, so it would be ideal to eliminate this redundancy while still keeping the functionality in place for department users.

RS01 - Automatically update Reports' status once Agenda is published

19. Addendum Creation

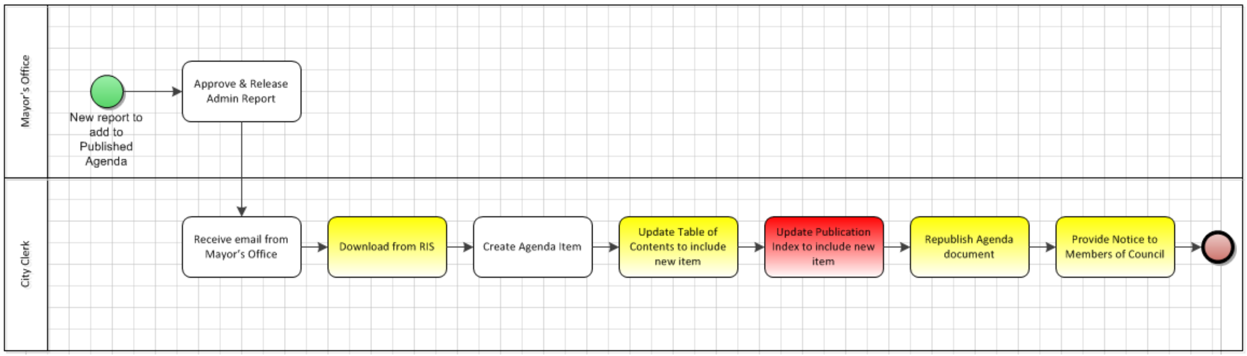
19.1 As Is Process

After a meeting agenda is published, if there are additional documents (i.e. administrative reports, public submissions, hearing delegations) to be included, a supplementary framework - the addendum - is prepared to include those items for consideration at the upcoming meeting. As with agendas, for EPC and the Standing Committees, the Mayor's Office approves the contents for addendums.

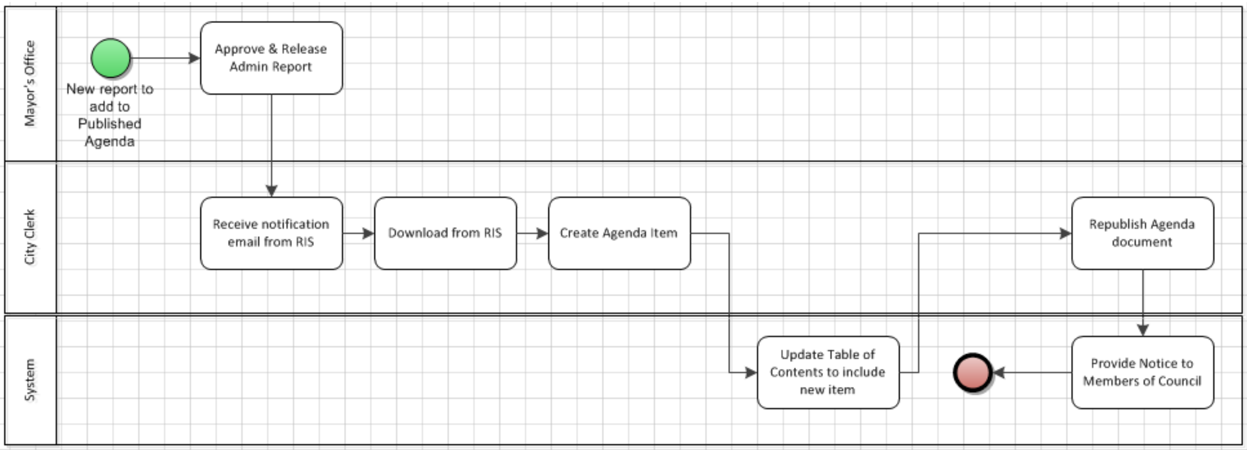
The Table of Contents is updated to include the items and the heading "Addendum - Reports" or "Addendum - Delegations" is used to indicate those items published 96 hours in advance of the meeting vs. less than 96 hours before. Also a motion - Suspension of Rule 10(3) - is included on each addendum item. The committee must suspend the rule (pass this motion) in order for the additional items to be considered.

Only City Clerks have the ability to publish documents on DMIS. The timing for an addendum publication is any time after the initial agenda publication (96 hours before) and the actual start time of the meeting. There is a "guideline" that an addendum should be published not later than one working day before the meeting, but there are instances where addendums are published late in the day prior to the meeting.

Once an addendum is published on DMIS, no printed paper is required at a meeting. If there is no addendum published, and if there are additional documents to be considered, then printed matter must be distributed at the meeting.



19.2 To Be Process



The same efficiencies achieved during the Agenda assembly process can also be achieved during the Addendum assembly process – i.e. linking to reports vs. duplicating / creating a second copy. Further efficiencies could be realized through the system automatically updating the Table of Contents as well as generating the required notifications of an Addendum having been published.

19.3 Requirements

AD01 - Allow users to create an Addendum to a published Agenda

AD02 - Identify which sections / items were modified since the Agenda was last published

It is important to ensure clear communication / transparency to the external users by identifying which items were added, changed or removed since the Agenda was last published. Although addendums are not the common situation, the new system must still accommodate for their needs.

20. View Agendas

20.1 As Is Process

Agendas are viewed by all user groups for various reasons.

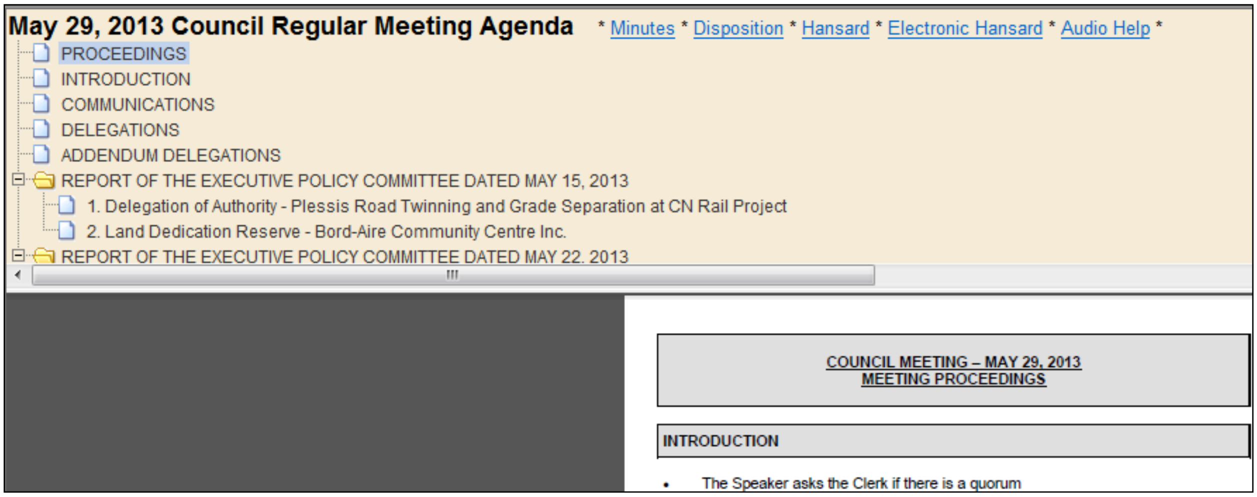
Prior to meetings, members of Council, the City Departments, the general public and the media may view a committee agenda published on DMIS

During meetings of Council and its Committees, members of Council utilize agendas published on DMIS as part of the meeting proceedings, referencing each item during its consideration and the decision making process. This results in a paperless meeting format that needs to be continued.

Also, members of the City Department, media and the general public may also utilize mobile devices while in meetings to follow the proceedings / decision making process of committees.

20.2 To Be Process

Department users are satisfied with the As Is Process and all functionality and ease-of-use must remain the same. The users like the layout with having the table of contents / index as a static section from which they are able to navigate to other sections of the Agenda. The viewing pane below allows the user to have functionalities associated with PDF viewing (Zoom in/out, navigate to page, save/print, etc).



20.3 Requirements

VA01 - Allow department users to quickly and easily navigate the Agenda

It is critical that department users are able to quickly & easily move throughout different sections of the Agenda. Users do jump around between sections and the current layout allows them to navigate the Agenda in an efficient manner and keep track of where they are at all times. This is also important when the users are navigating the Agenda during a meeting.

VA02 – Allow department users to have multiple instances of an Agenda or multiple agendas open at one time

One of the main uses of the agenda by Elected Officials is during a meeting.

VA03 – Allow department users to annotate Agendas

Some users have independent annotation tools / applications on their iPad that are used primarily during meetings or during reviews of an Agenda.

21. Minutes Creation and Publication Process

The City of Winnipeg Charter requires that a record of Council (Committee) decisions be maintained by the City Clerk. Minutes from City Council and its Committees are retained on a permanent archival basis, and commencing in 2002 the documents have only been produced in an electronic form on DMIS.

Commencing in 1994, a companion document to the Minutes – the Disposition of Items – was produced and was intended to provide a "snap shot" or an abbreviated version of the minute document. The Disposition is a supplementary document, and was never intended to replace the Minute document which contains all the committee motions and proceedings. The current format of the Disposition includes a column titled "Action Required By" which outlines the next steps for a committee recommendation or which department administrator is required to take action.

21.1 As Is Process

Minutes are the official statutory record of decisions of Council and its Committees. There is a statutory requirement that Minutes be created and shared for each Open Session meeting.

- Committee meeting agenda subdirectory copied as Minutes subdirectory
- Decisions, recommendations, motions and/or other actions by committee incorporated into Minute document
- Index created to facilitate posting of the Minute document to DMIS – Index is an outline of the entire contents, i.e. headings, reports, corresponding attachments, with all items being hyperlinked to individual documents in subdirectory (Same process as with agenda documents)
- Manual update to DMIS required to change status of document to show Minutes as Adopted once they are published

21.2 To Be Process

It is difficult to validate any changes to the current Minutes process.

The changes made to a Minutes document are directly related to the decisions that were made to those items during a Committee or Council meeting. If the approval of an item is straightforward, then an automated process could potentially be utilized, but if there are any kind of amendments or supplementary motions, then the entries are made manually by the Clerk and would be difficult to automate. It is difficult to validate any changes to the current Minutes process. The value in making these changes is questionable and would most likely result in few additional benefits to the department users.

Further efficiencies are realized in the current process, by having the City Clerk create the draft Minutes document at the same time as Agenda Creation.

21.3 Requirements

MC01 - Allow users to create Minutes from previous Agendas and Publish the Minutes document

After publication of the Agenda document, the system should allow department users to generate the draft Minute document for Clerks working purposes during Committee meeting. The Clerk is still required to modify Minute documents during/following meeting with the addition of motions, committee actions, etc.

After the meeting the Clerk should be able to make additional changes and then Publish the Minutes document when ready.

MC02 – Allow department users to Adopt / Lock Minutes

After publication of a Committee's Meeting Minutes on DMIS, the document is deemed to be final and no changes are typically made. Required amendments must be made prior to the next instance of the meeting. At its next regular meeting, a Committee adopts the Minutes from its previous meeting(s), and the status of the document is then updated in DMIS to "Adopted". Once Minutes are adopted, DMIS has a safeguard in place to prevent accidental over-writing of the document.

The functionality to mark a Minutes document as Adopted, and thus locking it from future edits is currently available in the system and must be retained in the To Be system.

The DMIS Minutes menu page outlines the meeting date, if the meeting is a regular, special or in camera, and has a "status" designation which remains blank until the minutes are adopted.

The change in status is an action taken, more so than an update to the publication status on DMIS, and it does not require a republication of the document using the Index, but still involves manual intervention by a department user. There are no alterations to any of the minute items themselves through this process.

22. Disposition of Items Process

Dispositions identify the decisions that resulted from a meeting, and the action items to be performed, along with listing the Titles of City Department Administrators that are responsible for the action or next step required. There are instances where a recommendation of a Committee moves on to another Committee or Council, and in that instance that decision-making body is named in the Disposition as the next step in the process.

They are the 'final settlements' or decisions regarding discussions of reports and items that occurred at public Committee and Council Meetings. At the conclusion of public meetings, those decisions, made by the elected officials, are documented on the City's Decision Making Information Service (DMIS) under the Dispositions heading for the public meeting it was considered at.
The decisions made regarding reports that are documented in dispositions vary; the Office of the CAO review these dispositions after each meeting and provide direction on next steps to departments.

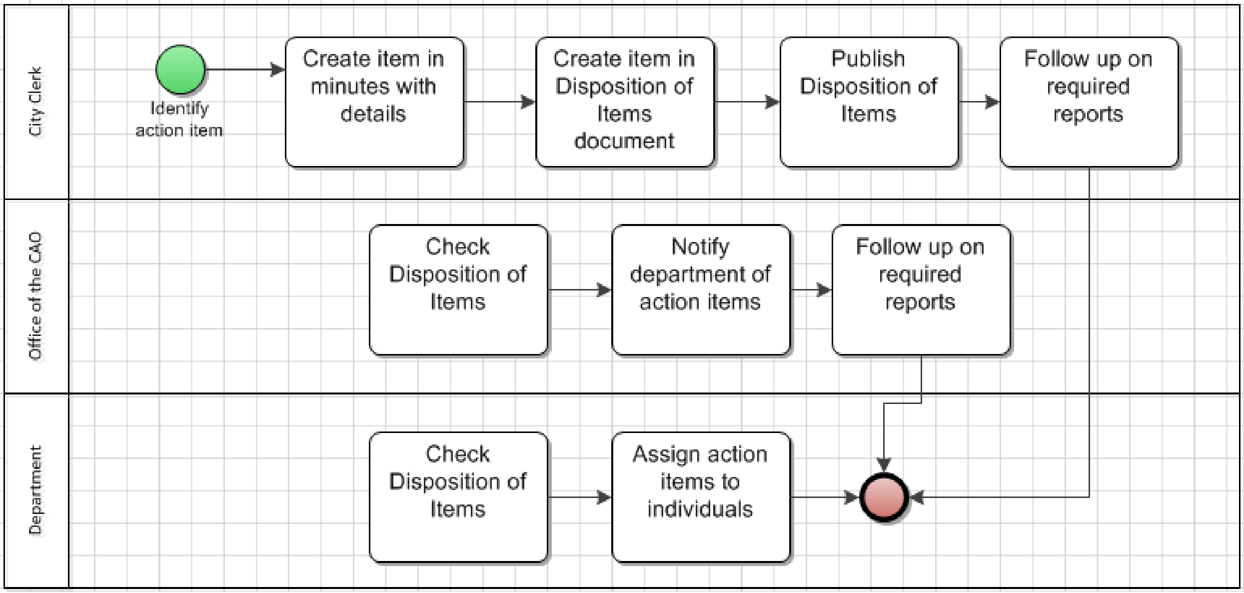
Dispositions, however, are available publically online and available to everyone. It is encouraged that everyone within the City Department who may be involved with Administrative Report preparation or the Report Flow Process review these documents.

Members of Council may request that the City Department develop reports of analytical or operational nature with a timeline for when that report is expected at a committee or Council to be considered. Elected officials present requests through a Motion (presented either formally in writing, or verbally) that is voted on by members of the Committee at which it is presented.

Motions, most often, direct the City Department to develop a new Administrative report to present back to elected officials for consideration at some future date. Adopted Motions are documented in dispositions and the Office of the CAO review these dispositions after each meeting and provide direction on next steps to the impacted departments.

22.1 As Is Process

- The Disposition is a "Snap Shot" of the Minute document, outlining the decision/recommendation and a reference to action required
- The decision/recommendation is the exact same text as outlined on the first page of the Minute document
- The "Action Required By" column outlines either a Committee or Council as the next step in the decision making process, or the City Administrator(s) required to take action (i.e. report back)
- The document does not contain hyperlinks to administrative reports
- Following completion of the Minutes, the Disposition of Items document is assembled by "cutting and pasting" the decision/recommendation from the Minute document – The Action Required By column is also filled in
- Index created to facilitate posting of the Disposition document to DMIS – Index has a sole hyperlink to the Disposition document – There are no hyperlinks to individual administrative reports or minute items
- Disposition document published to DMIS Test Post site – Content and format confirmed as accurate and then document republished to DMIS Intranet site
- DMIS Intranet (excluding in camera) programmed to upload to DMIS Internet three times daily
- A large amount of duplication occurs because when the Disposition of Items is published multiple user groups are checking each item individually even when only some of the items may apply to them.



22.2 To Be Process

In the new system the Disposition of Items process could be entirely eliminated through the realization of the below requirements. As long as key details needed to create the document were provided during the Agenda / Minutes Creation, the system could automatically generate & publish the Disposition of Items.

22.3 Requirements

DC01 - Allow department users to identify decisions made

This would facilitate the automatic generation of the Disposition of Items document by the system. In the current document there are status-like attributes that identify whether the report / motion was Adopted, Adopted in Part, Passed, etc. By allowing department users to identify these attributes in a previous process, it would allow the system to compile them during the generation of the Disposition of Items document.

Another key part of the department users' process is to investigate what the outcome / decision of a meeting was for the item(s) that were relevant to the user. This can be just one item on an agenda, or multiple but regardless it is a time-consuming endeavor for most department users. It involves multiple levels of searching and opening up agendas from countless meetings as well as reviewing the matching Disposition of Items document. By allowing users to somehow identify the key decision(s) made multiple searches would be avoided.

Ideally, the department user would simply access the report or agenda item, and be able to see all decisions made surrounding the item via the history functionality.

DC02 - Automatically create the Disposition of Items document

By giving users the functionality to create action items from minutes as well as identify decisions made in a meeting a Summary document could be automatically created by the system, thus eliminating the entire manual process to create and publish the Disposition of Items document.

The Disposition of Items document is a Summary and no new information is being provided that is not already existing in another document.

CAO Office and Departments tend to reference the Disposition of Items document for meeting outcome, and Minutes document during research.

This summary document would outline the key decision(s) made for each agenda item, report, etc. and would also outline the key action items that were tasked from that meeting agenda.

It is preferable to the department users that this remains a separate document, rather than being appended to the Minutes document.

Benefits

- Eliminates all tasks and manual efforts associated with creating the Disposition of Items document

23. Pending Lists / Action Items Tracking

23.1 As Is Process

Currently each department, the Office of the CAO and the City Clerks manually create, maintain and manage a Pending Items list for action items identified and documented through the Disposition of Items. This is for all types of meetings including those held by Community Committees, Executive Policy Committee, Standing Policy Committees and City Council.

Additions to the Pending List can be from Council Referrals, EPC adjournment (lay over) of items to a specific meeting date, EPC requests for reports from the CAO, as well as many other scenarios involving the Standing and/or Community Committees.

There is an enormous amount of manual effort being expended by a huge user group to create, maintain and manage these lists (Word documents), as well as an enormous amount of duplication and chance for discrepancies or errors.

23.2 To Be Process

An Action Tracking module would need to be included in the new system to allow for this new functionality. New processes would need to be designed and implemented to achieve the overall goal of automating any of the functions surrounding action items.

23.3 Requirements

AT01 - Allow department users to create and assign Action Items, using an automated workflow

Many users communicated their current issues with manually tracking action items throughout many of the processes, but especially for those action items that result from a Decision Making meeting.

The process is quite manual, and there is a lot of duplication of efforts because several groups are essentially tracking the same things, but individually. The potential for human error is also high with manual processes.

Users should be able to create action items individually or even directly from minutes with fields like assigned to and due date/required by. It may be useful to have type as a field so that “Report follow up” could have specific default dates, actions or flows tied to them.

Not only will department users be able to easily create action items and assign department users to them but they should also be able to assign multiple departments / users to the item and identify if there is a primary or other responsibility for the item. It would be really useful to also be able to reference an original report if the action is to create a follow-up report.

The workflow for the Action Items must always include the Office of the CAO being CC’d on any action item so that they can verify the assignment made by the Clerk. The Office of the CAO would need to be able to change the assignments of the action item as well.

Another use of an Action Item is for the type = Pending Agenda Item. As soon as a Clerk gets the request to create an Agenda item for a particular report or item requiring a decision, they would be able to create it within the new system, without actually adding it to a formal Agenda if they are not yet ready for that step. This will eliminate the intermediate step of saving documents to a file directory, and will allow items to be created ad hoc instead of immediately to a specific Agenda, freeing up both time and space, thereby reducing costs.

Action items could be expanded to be a system-wide function – where action items for almost any task could be created, assigned, tracked and managed more efficiently than through manual efforts and emails.

More input from the users is required to determine exactly which other kinds of action items should be allowed to be created, and from which points within the system.

Action items noted so far:

i. required consultation/concurrence of a report by a certain date
ii. department must implement a decision by a certain date
iii. Future meetings required
iv. Follow up report(s) required to be on an agenda by a certain date
v. Layover issue / reports to a certain date

Benefits

- Eliminates all tasks associated with creating and managing the manual Pending Items lists
- Eliminates duplication of action items on Disposition of Items document as well as Pending Items list
- Consolidation of information and more clear communication of expected tasks
- Decreased frustration of users having to remember issues for follow up and to follow up with them
- Decreases risk of human error
    - items being forgotten or not being managed as efficiently as possible
    - users being missed or issues assigned to wrong area
- Decreases risk of miscommunication on who is actually required to perform or follow up on the action item

AT02 - Allow users to include details in an Action Item

Upon review of a Disposition, the CAO Office may provide Department with (additional) instructions for implementation of a committee action or for reporting back to committee. This is currently done verbally or by separate email but could be included as part of the details to an Action Items.

Enable users in the CAO Office to provide direction to Departments on decisions / recommendations by Council and its Committees using features in the new system.

The system should accommodate for details to aid in the tracking of direction, including timelines for resubmitting reports.

Further design of what information should be included in the creation of an Action Item is out of scope for this project but should be looked into more detail in a future phase of the project.

AT03 - Allow users to track Action items

Various views and/or reports could be created to fulfill this requirement. Detail Design would be required to determine how department users would want to view the Action items.

This would include the ability for a listing of outstanding items to be automatically generated by meeting date for any Committee of Council. This would enable Departments, Office of CAO, City Clerks to share one Pending List and improve communication for timelines for report back and reports submission as well as other action items.

These requirements will save both time and manual efforts in many parts of the process. The goal is for the system to facilitate tracking, communications and management of action items

Benefits

- Eliminate all instances of the Committee Pending Lists, thereby eliminating all redundancy, duplication and manual efforts associated with these lists
- Eliminate chance of people forgetting to check, missing an action item, or forgetting to notify a department about an item
- Eliminate chance of items being missed until the meeting occurs
- Eliminate manual notifications surrounding all action items
- Bring clarity to who specifically is assigned to the item
- Allow users to track action items more efficiently
- Allow users to see specific action items assigned to them for quicker completion
- Enable reporting to be performed on action items if users require that in the future

AT04 - Allow users to create a follow-up report from within an Action item

It would save even more time if the user could initiate the creation of a report from within an action item; it would open up the template and potentially pre-populate some of the data from the original report. This would also facilitate the process of linking reports in a hierarchical way.

RS02 - Automatically update status of a report upon Disposition of Items Publication

24. Delegation of Authority Process

City Council may delegate authority to a committee of Council or to the Chief Administrative Officer or another member of the City Department. A delegation of authority is done either by Council resolution or by by-law.

DA01 - Allow users to create, store, and use Delegation of Authority items in an electronic system

DA02 - Allow users to reference the Delegation of Authority Index during Report Creation

These requirements are out of scope for this project but were identified as required by a project that could be implemented separately in the future if additional resources were made available.

The Office of CAO retains delegations from CAO to Directors/specific administrators as well as Council delegated authority to committees.

City Clerks retain a comprehensive/complete listing of Council delegated authority to its Committees and to the CAO and specific administrators, and also retains memos from CAO delegating his/her authority down to other administrator in specific instances.

There is a large duplication of effort in this process. Paper based as well as electronic systems exist to manage the process. Huge printed paper binders exist across the organization which results in large amounts of time being spent to manage and access this information.

Collaboration with both the Office of the CAO and City Clerks would be required to successfully implement any sort of system to handle the Delegation of Authority process.

25. Audio and Video Recording Creation and Publication Process

25.1 Webcasting

Multicasting is currently used to deliver the live council meeting video in an effort to reduce the overhead on the City’s internal network. There are currently approximately 50 city office locations, with additional locations to be activated over time, that are able to watch the live council meeting video from the user's desktop being broadcast from the internal Windows Media Server.

Public users are also able to watch the live council meeting from their desktop Internet browsers with Microsoft Silverlight plug-in installed. This is being hosted in Microsoft Cloud and with mobile devices supported in the future.

AV01 - Allow users to access live streaming video of Council meetings from a desktop or mobile device

All currently established features of this service must be retained in the new system. This does not apply to any meeting types except those held by City Council.

The current functionality allows for desktop access but not mobile access, although this would be desired to be implemented in the future.

25.2 Audio Recording – As Is Process

The Audio Recording / Electronic Hansard is the audio recording of the meeting and is captured using the application FTR Recorder. When the meeting goes into "In-Camera" there is an ability to record that section, which is then separated from the public portions of the meeting.

The Electronic Hansard is published through DMIS and is available as a service to all users. They are available for meetings held from 2004 to the present.

25.3 Video Recording – As Is Process

The Video recording provides the actual video footage taken during the meeting and provides an archived reference to past meetings. It is a new project that was implemented recently to capture and disseminate these recordings during all meeting types.

25.4 Audio and Video Recording – To Be Process

There were no new requirements from users surrounding the creation or publication of the Audio and Video recordings. The current process seems to be relatively efficient with minimal manual inputs.

All existing functionality would need to be maintained going forward.

25.5 Requirements

AV02 – Allow users to access video and audio recordings of all meetings

Provided as a service to users

A project is currently being implemented to make this a standard for all meetings.
All existing functionality would need to be maintained going forward.

AV03 - Integrate video and/or audio hansard with Minutes and index them to Minutes item

The users saw this on another province's website and liked the concept of being able to click on a Minutes item and have the video for just that portion available to them. This would make the site more user friendly and would save users time in finding the portion for just the item that they are interested in.

This requirement would include the expansion to include Video as well as Audio.

26. City Department Implementation Process

After City Council, or one of its Committees, has made a decision, the next step is for the Winnipeg City Department to do all things necessary to implement the intent of the decision. The Chief Administrative Officer provides guidance and direction to Directors and their Departments during the Implementation Process.

Two examples of how decisions can be implemented are through By-Laws & Policies.

Note that the Implementation Process is beyond the scope of this project, as this project focuses on the reports required to obtain Council/Committee decisions, vs. the specific tasks undertaken by the City Department to implement the intent of the decision.

26.1 By-Laws

Following each City Council meeting, the DMIS By-law database is updated to reflect the addition of new by-laws, new by-law consolidations (first time amendments), updates to existing consolidated by-laws, and/or a change in status to repealed by-law.

- To facilitate filters (sorting) the By-law database has defined categories, i.e. Finance, Regulatory, Land and Development
- By-laws are categorized as Active or Non-Active

26.2 Policies

Following each City Council meeting, the DMIS By-law database is updated to reflect the updating of an existing policy or the addition of new policy.

- Each Council Policy has a brief description and includes reference to committee jurisdiction and delegated authority, along with hyperlink(s) to the Council decisions (Minutes database) establishing the policy
- Each Policy has an Index to facilitate publication to DMIS
- As with all DMIS publications, the document is first published in a Test Post site

It was noted that some policies have too many links associated with them, which makes tracking the decisions historically quite time consuming for the users. This results in a difficulty in being able to confirm if all relevant Council decisions have been captured.

Apply the By-law standards and processes to Policy Creation and Consolidation

This requirement is out of scope for this project but was still identified as required by a project that could be implemented separately in the future if additional resources were made available.

The current By-Law creation process has been identified by users as one that should stay the same. City Clerks and Legal Services are satisfied with how By-laws are created, updated and consolidated.

Policies could have the same standards and processes applied to them as By-Laws as currently those processes are not as efficient as they could be. The users have requested to "improve presentation to outline of Policy specifics, vs. dates of Council decisions, including updates / consolidations with date references."

This is outside of the functionality of the system.

26.3 Requirements

PI02 - Allow users to Publish By-Laws and Policies

By-Laws are created by Legal Services and Policies are created through reports by various departments.

Even though creation of By-Laws and Policies is done externally to the current system, City Clerks use DMIS to publish the end results so that they are available to all users and the public.

The current functionality of being able to upload / publish / share these types of documents needs to be made available in the new system.

Time restrictions limited the amount of detail that were gathered regarding the process to publish the By-Laws & Policies using DMIS, therefore further details will need to be gathered as required in the next phase of the project.

PI03 - Review and Update the current By-Law categories

These have been identified as potentially out of date and confusing to users. A review with the Legal Services Department would be beneficial in helping to clean up this data before re-creating it in a new system if it is deemed a requirement. Since it was only mentioned by an individual user, further investigation would be required to determine if more users felt that the categories were indeed out of date or could be re-used as is in a new system.

PI04 - Eliminate traditional style of letter communication and replace with automated notification when By-Law database is updated

Departments receive emails with traditional style letters informing of bylaw enactments/amendments. Departments have indicated that they would prefer email notification of bylaw publication or updated bylaw consolidation on DMIS vs. a letter outlining the Council decision.

27. Council Seminars & Event Planning Process

It has been noted that it would be useful to include the presentation material in the new system in a document management capacity.

More detailed requirements would need to be gathered from the users of this process, and decisions made regarding the value of storing these materials in this system versus potentially an external document management system.

28. Public Hearing Process

This process always deals with land use matters. The Public Hearing Process itself is out of scope for this project, but results in outputs of Zoning Reports and Orders that are used for Agenda Creation.

A future consideration for Users may be whether or not to incorporate Administrative Hearing Body (committee) recommendations/decisions outlined in Zoning Reports/Orders into the new system.

PH01 - Allow users to store and manage Zoning Reports and Orders within the system
PH02 - Allow users to store and manage exhibits within the system

Public Hearings have exhibit documents that are currently being stored in file directory locations across the organization. Exhibits include application forms, property ownership, site plans (just to name a few) as well as an administrative report. Exhibits are retained in City Clerks as part of the public hearing file, as well as in the Department as part of the application process. Due to the large volume of exhibit documents, there is a signification amount of duplication of information, which is eventually archival information.

Departments could enter exhibits into system similar to Reports. The system would allow the Office of the CAO to exempt exhibits from the Report Review process and resulting approval workflows. City Clerks could link to exhibits from the source Department thus eliminating the duplication of documents. The electronic linking of documents vs. duplication of effort to scan / reproduce exhibits enables time-saving efficiencies and would also improve presentation (readability) of documents published on DMIS.

Administrative reports are not currently in DMIS

29. Item History

A decision can either
- Originate and conclude at one level

- Require subsequent Committee / Council approvals

Currently it can be quite tedious to track the history of a report, decision or other item from the DMIS. A report's history is not transferred from RIS when it gets added to an agenda.

One of the most time consuming actions identified by department users is tracking a report's status or tracking the history behind a decision.

29.1 As Is Process

The history of any particular item within RIS or DMIS must be manually compiled. Depending on the complexity of the item or decision, this process could take a relatively long time and potentially leaves the department user lacking confidence that they have captured all of the necessary information that they were looking for.

If the user wishes to see the history of a report prior to it being added to an Agenda, the department user will perform a search within RIS on a word in the report title. They must then view each individual report and match up reports to identify the order in which the reports were written. They must then analyze each report separately to determine the changes that were made in each version.

If the department user wishes to see the history of a report once it has been added to an Agenda and/or reviewed at one or several Council/Committee meetings, the user can perform a search on various fields. The department user must then review the Minutes document for the meeting(s) that they are interested in and can use the "History" section of the report document to piece together the item's history.

29.2 To Be Process

Providing users with a direct and simple way to access the history of any item, but particularly a report or decision, would provide significant amounts of value to current users.

It has been suggested that creating history through links in reports could help increase usability and would be an alternative that potentially could be realized through expanding the functionality of the current system.

29.3 Requirements

HI01 – Allow users to view complete history of any item

HI02 – Allow users to visually see the linkages/relationships between items

RA04 - Allow users to track the status of a report at any point in the approval process

RA05 - Allow users to identify reports that they are tracking

SE01 - Allow users to Search on all document contents

The department users would be able to track any item throughout its lifecycle if the above requirements were met in the new system. This would meet their need of having complete traceability of an item throughout its entire existence in the system.

Allowing department users to flag reports that they want to track could be incorporated into a main view where those items would be shown first, thereby giving better visibility of the items that they have flagged as important to track.

Enabling department users to track the status of a report at any point in the approval process also will give them the required visibility to the lifecycle of the report.

Allowing department users to Search on all document contents will enable them to quickly and easily find an item, and tied in with the requirement to view history of any item will give them the complete view of where the item has been and give them the accessibility to decisions that were made regarding that item.

Viewing the history of any item would include, for example if it is a report, being able to see

- who edited it (version history)
- which agendas it appeared on
- which task items were associated with it
- which by-laws and policies were created from it

The implementation of this requirement could be quite complex, as it would also involve linking all relevant items together in a logical fashion so that their relationships can be retrieved on an ad-hoc basis by a department user.

30. Automatic Notifications

Several areas have been identified where Automatic Notifications could be useful. For the sake of clarity, they have been grouped together in this section and hyperlinks have been created in other sections of the document where they tie into a process.

Further investigation on how the notifications should be implemented is important. There is always the risk with automated notifications that if too many notifications are sent out on a daily basis they may not be viewed as important to the department users or ignored. Mitigation of this risk through clear design is imperative. Offering department users the option to request or opt out of notifications could also help reduce the risk.

The below represent the main notifications requested by the department users, but others may be highlighted during the design or implementation phases of the project. The goal of the system should be to allow a flexible and intuitive way to implement and manage the notifications that are required.

Several department users liked the idea of subscribing to notifications or having certain views when they log in to eliminate email clutter.

30.1 As Is Process

All notifications and follow-ups are done manually – either verbally or through email.

30.2 To Be Process

Either emails or a screen to view items being notified on would help to eliminate a lot of the manual processes surrounding notifications.

30.3 Requirements

NO01 - Allow users to create and manage any automated notifications that are required

Notifications identified:

- When reports created by a Department have been changed by the Office of the CAO
- When reports created by a Department have been published on an agenda
- When action items are created/due
- When reports are required (based on timelines)
- When key steps in the approval workflow have been completed
- When Agendas are published
- When Agenda Addendums are published
- When New Business Committee Motions occur
- When key subjects or topics appear
- When the By-Law database is updated
- When meetings are changed/cancelled through the Calendar

In the As Is process, the department users only receive notifications when a report has been entered into the RIS or has been referred back to the Department. Users would also like to know when the report has reached other milestones such as Approval by Office of the CAO or Approval by Mayor's Office.

In the current RIS, there is a checkbox to "Send email" when various actions are being performed on a report. These notifications should be automatically sent out, eliminating the need for the department user to remember to check this box off.

Departments would also like to know if changes are made, and what those changes are, to their reports if changed in the Office of the CAO.

Department users would like to know when a report that has been created by them or their department has been placed onto an agenda. They would like to be notified prior to the Agenda being published if possible. This is important for Department Directors to enable them to better manage their time and ensure attendance at the appropriate meetings.

Department users would also like to be notified when Agenda Addendums are published. Late in the day publications, for example by EPC, while beneficial as all the information is published on DMIS and in electronic form for the meeting, can be extremely frustrating to those who check meeting agendas before they leave for the day, and are surprised when there is more to the agenda the next morning. Both the City Department and Councillors experience this. Sometimes the lateness of the agenda publications is to include material from same day meetings, which if not included, would require another (a special) meeting of EPC to consider the items that week in order for agenda item to proceed to Council.

Although addendums are created for a very valid reason, from a visibility perspective, the only way someone was to know if there was an addendum published was if they were an RSS subscriber or if they scrolled through the Agenda document looking for the category Addendum.   Notifications are given to only a handful of Public Administrators, which can be frustrating if the topic is one impacting a Department not necessarily following that specific Committee Agenda.

Department users identified an issue where the Departments are sometimes missed in the communication loop regarding New Business Committee Motions.

Council Motions often overlooked by Office of CAO, Departments. Users have requested notification when Motion impacts their respective areas of responsibility or when City Department is expected to address a motion when considered by Committee. Notification to City Department upon Council's automatic referral of a motion to Executive Policy Committee or Standing Committees has been identified as a current need.

Department users have also requested the ability to subscribe to receive notification when specific topics/subject matters appear on agendas/minutes/disposition documents. Department users would enter key words, phrases as well as time frames – Similar to Google Search, Google Alert.

There is also a need to ensure appropriate parties are notified of changes to dates/times/places for meetings when the Calendar is updated.

Note that more detailed design would be required to determine how users want to create, manage and implement these notifications. It is important to allow users to subscribe to their own notifications as some users do not want to be sent an email notification about all of these items, but would rather choose which items are significant to them to be notified about.

By implementing too many automatic notifications, the risks are that users will get frustrated by too much information and will begin to ignore them, invalidating the point of the notifications and negating their benefit.

NO02 - Allow users to subscribe to notifications through RSS feeds or similar methodology

This would be in keeping with the current process of allowing users to subscribe through an RSS feeds to the Agendas for whichever committees they are interested in receiving notifications for.

This could be extended to the following areas.

- Allow internal users to identify which topics, reports, or agenda items are of particular interest to them and which notifications they would like to receive.
- Allow all users to subscribe to events like when other document types, such as Minutes and Disposition of Items are published.
- Users have also requested the ability to subscribe by specific topics/subject matters and be notified when they appear on agendas/minutes/disposition documents. Users would enter key words, phrases as well as time frames – Similar to Google Search, Google Alert.

Also consider subscription for users to sign up for new, updates, subject matters involving bylaws.

Also consider subscription for meeting scheduling, special meetings, changes to scheduled meetings, etc.

Note that implementation of this requirement could be either through the current RSS feeds, a new method, or a combination of both. RSS feeds might only be used by external users whereas a new function would be required by internal users to manage their notifications.

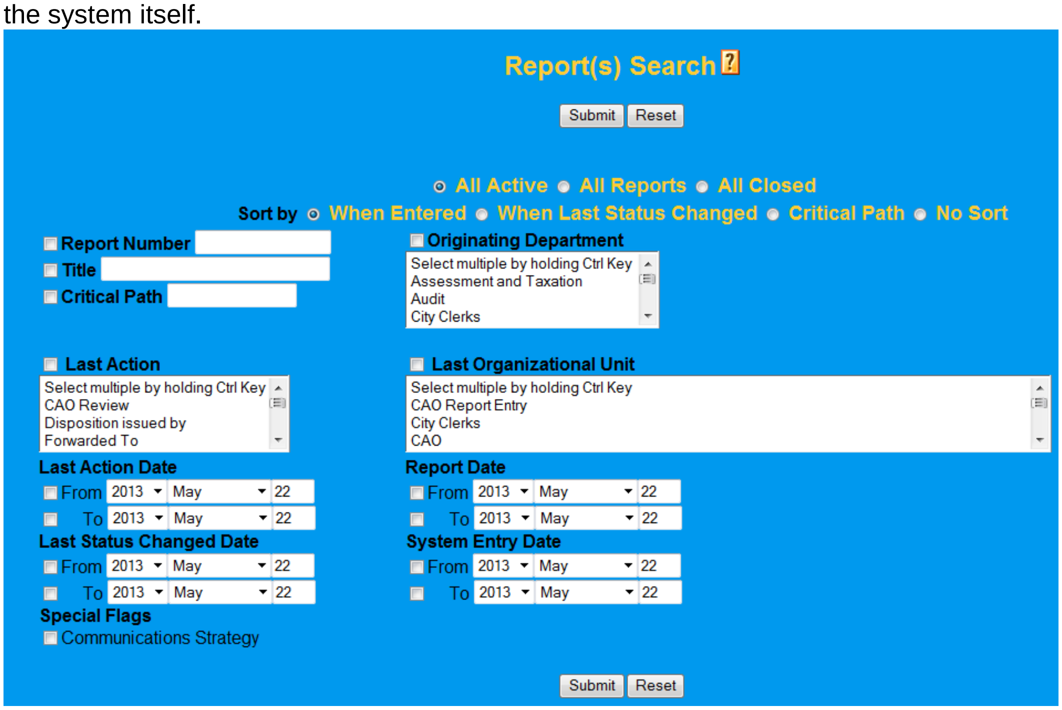
31. Search Functionality

The search functionality was identified as being one of the more time consuming functions of the current DMIS. The majority of users mentioned difficulties with being able to find the results they needed in a timely fashion, or lacking the confidence that they had found all of the information that they were looking for. Frequent searches are done for purposes of research and historical reference and so the function must be as intuitive and simple as that of a “google search”. It must be easy enough to use for the most basic users of the general public in order to serve the needs of the largest user base.

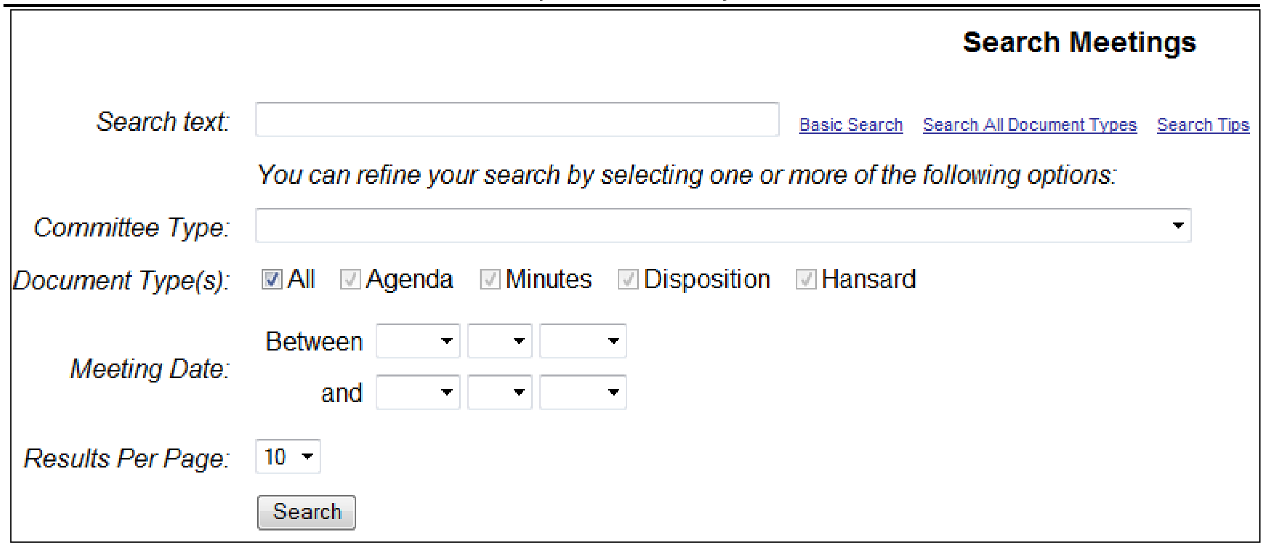
31.1 As Is Process

RIS

A concern of the stakeholders was that some of the issues users reported with the RIS Search function may have more to do with a gap in the training and knowledge base of users, rather than a deficiency in the system itself.



DMIS



31.2 To Be System

By streamlining the processes that provide the input to the system that the search is based on, the search results could be significantly improved and provide additional value to the users.

The key benefits of having a more intelligent search engine would be:

- Better quality of result set
- More accurate number of results (not too few or too many)
- Significant reduction in the time to perform a search
- Significant reduction in the time to track an items history via search methods
- Increased confidence in the overall system by having a main function work as expected

There is currently a DMIS enhancement scheduled to be released at the end of June 2013. The new search engine uses Oracle Text technology that will aim to provide more accurate search results.

As an immediate improvement it may be beneficial to provide more training or information sessions to users on the current search functionality within RIS and how to most effectively retrieve needed information.

31.3 Requirements

SE01 - Allow users to Search on all document contents, including attachments

This functionality currently exists in DMIS but not in RIS.

Benefits

- Reduce the amount of time spent on searches
- Increase user confidence that they have returned all of the valid information to review and that they are not missing anything they might not know about
- Provide more possible matches to show related items

The overall goal of this functionality is to be intuitive, bring back the most relevant results and enable users to find the information that they are looking for quickly.

SE02 - Allow users to Search by multiple methods

The overall goal is to enable users to obtain required results through strong search capabilities that involves minimal to zero user training.

A sophisticated search engine would be required and would need to allow keyword or string searching as well as flexible attribute searching through an Advanced Search function.

Implement “tagging” of key words, phrases to facilitate and improve grouping of search results. ISYS search engine identified by users as more effective than DMIS search engine. ISYS also has a feature that uses a pre-set index to jump to instance of keywork in the search which if applied to DMIS would dramatically increase the usability of the search feature set.

The current DMIS meets more of this functionality, than RIS but there is still some duplication of results and frustration from users on determining the information that they need from the search results being returned.

SE03 - Allow users to sort/filter/group search results

Each field in the results grid should be filterable and sortable to maximize the search functionality for the users.

A “nice to have” feature is to be able to group search results by category, agenda item, or some other attribute that would make the formatting of the search results more intuitive and easier to navigate than in the current system.

This could also be incorporated into a search attribute as well so that if users were only looking for reports on “Cat licensing” these would be listed but then from within the report the user could also access the linkages to other documents related to the report.

This function might also be enhanced by some sort of drill down functionality from within the search results.

Grouping would also help to resolve a particular issue of duplicate entries that was mentioned by the users.

One of the problems identified by users was the duplicate entries in the search results. These are a result of users searching for multiple document types, and the items being added to multiple documents

When using the "Basic Search" in DMIS, multiple hits occur for committee meeting documents, for example, agenda, minutes, disposition, inasmuch as the same text (same report / item) is published within each of those documents. However, if using "Advanced Search" and filtering with either agenda, minute or disposition, only one hit on that topic would be revealed. If selecting all meeting documents, one recognizes that a report / item is published first on an agenda, and then following a meeting in the minutes, and referenced in the disposition - hence, three hits on the same item.

Also, should the subject matter be one originating at Community Committee and moving up to Council for decision - for example, a subdivision or rezoning of property - then multiple hits will occur again. If no filtering of committee documents - then a hit will occur for each agenda, minutes and disposition. And if filtering by committee documents, then hits would occur for each Committee which considered the matter - for example, Community Committee, Standing Policy Committee, Executive Policy Committee and Council.

One suggestion made was to be able to "group" search results, with the intent that only the decision (or last in the series of hits) would be shown, but then another click could open the entire view, should someone wish to peruse the numerous hits.

SE04 - Return all matches for a search

A restriction of 100 results has been placed on the DMIS, and 300 for RIS – this makes it difficult for users to verify if they have all of the information that they need. The system must return any and all matches for the search parameters that are submitted, and then allow the user to further narrow down the results through sorting/filtering. To mitigate the risk of the system being slowed down by returning a potentially large set of results, there should be an option for the user to choose that they want to potentially wait a longer time, but return all results found versus limiting it to the default amount.

It is also important to include any attachments to a report in the search results, as currently those are missed sometimes and result in incomplete information being presented to the department user.

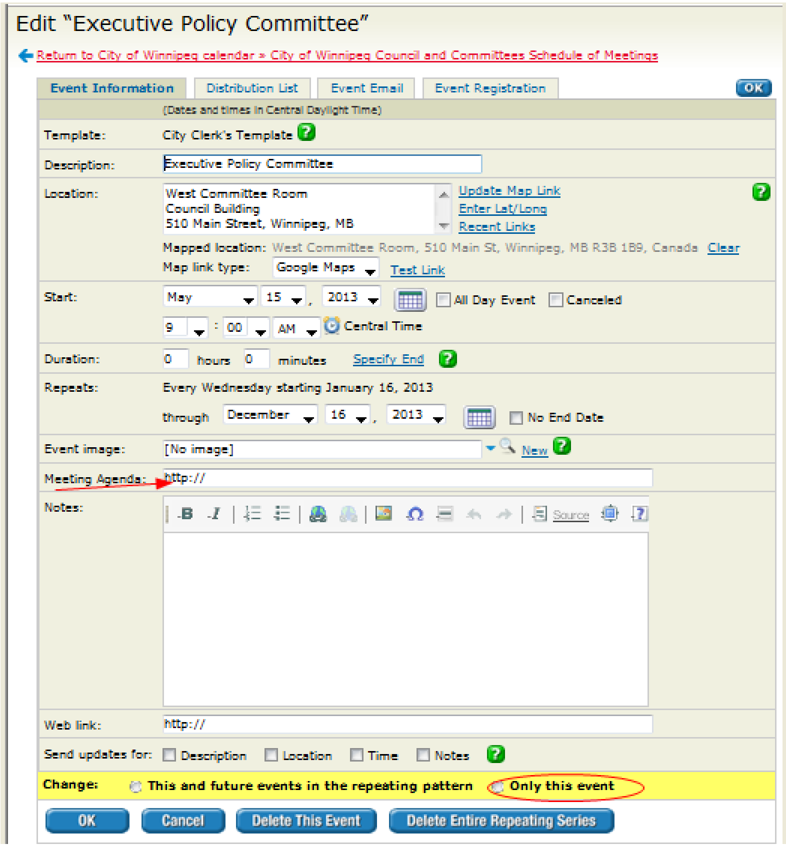
Having the search results formatted in a more intuitive way would also help ensure that users spent less time reviewing the results and more probability of them finding the results in the first search. More review and design would be required to get further detailed requirements about what kind of views the department user would expect.

32. Schedule of Council and Committee Meetings

32.1 As Is Process

A link to the annual and weekly Schedule of Council and Committee meetings is displayed on the DMIS Home Page. This site provides information on the date, time, place of committee meetings, along with links to the Agenda documents.

Admin Screen



32.2 To Be Process

A new 3rd party module was implemented in May 2013 that introduced a lot of new and streamlined functionality to the users.

Minimal feedback has been received as to whether or not this new module now meets or exceeds all users' current requirements.

32.3 Requirements

CS01 - Allow users to create Council and Committee Meetings up to a year in advance

CS02 - Allow users to update the Council and Committee Meeting Calendar

- Could be automatically triggered from Agenda Publication process and have MTG invites sent out
- Integration through Outlook (meeting requests)

CS03 - Provide the same features as the current version of the Council and Committee Schedule

The Council and Committees calendar allows the public to subscribe to Weekly email, RSS Feed, Atom Feed, iCalendar Feed or Download the iCalendar File which contains the schedule of meeting for the entire year and be reminded of the meetings by email. The Calendar view also provides a user changeable Weekly, Monthly, Yearly and printer friendly view with easy navigation and access to Meeting agenda, date and time, and a map location.

CS04- Automatically send out initial meeting requests and notifications of changes

The new TRUMBA software has the capabilities of automatically notifying a user of changes made to any meetings, however this option has been disabled as it wasn't 100% reliable at the go live date. If this option was added back to the calendar it would be up to the user to click on the 'notify me of changes' tab.

CS05 – Allow the Calendar Module to be used by other groups across the organization

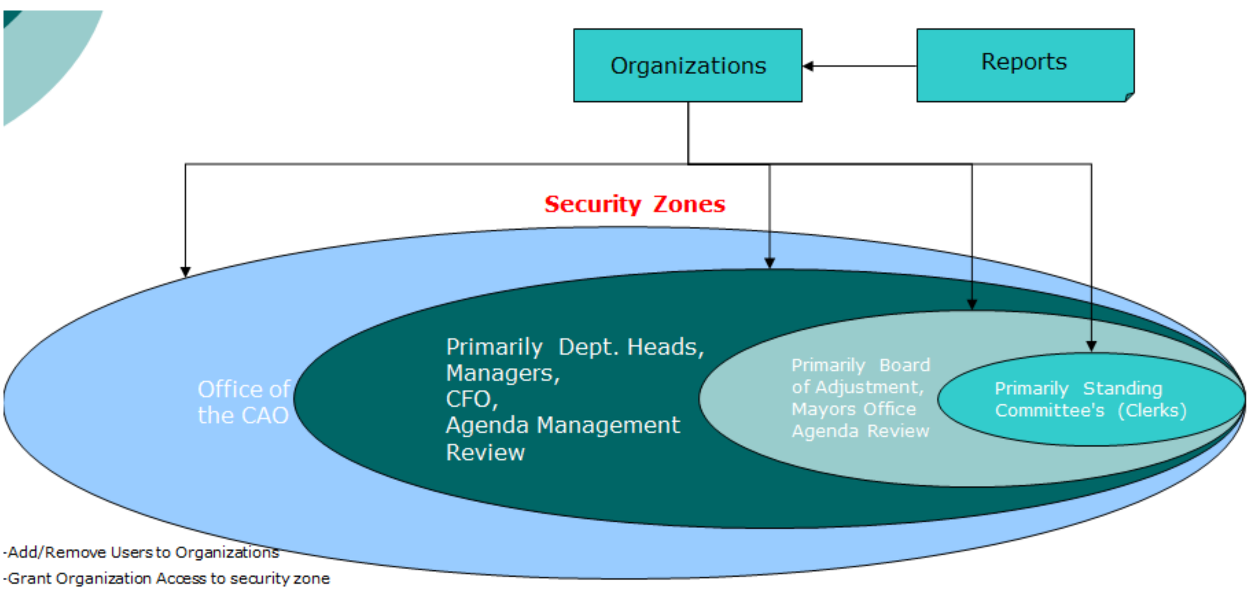
The Scheduling Calendar is not currently a module of DMIS, even though it appears to be. In the future it may be expanded for use across the organization, and so although it will be used primarily by DMIS users initially, it must be flexible to potentially accommodate other requirements in the future.

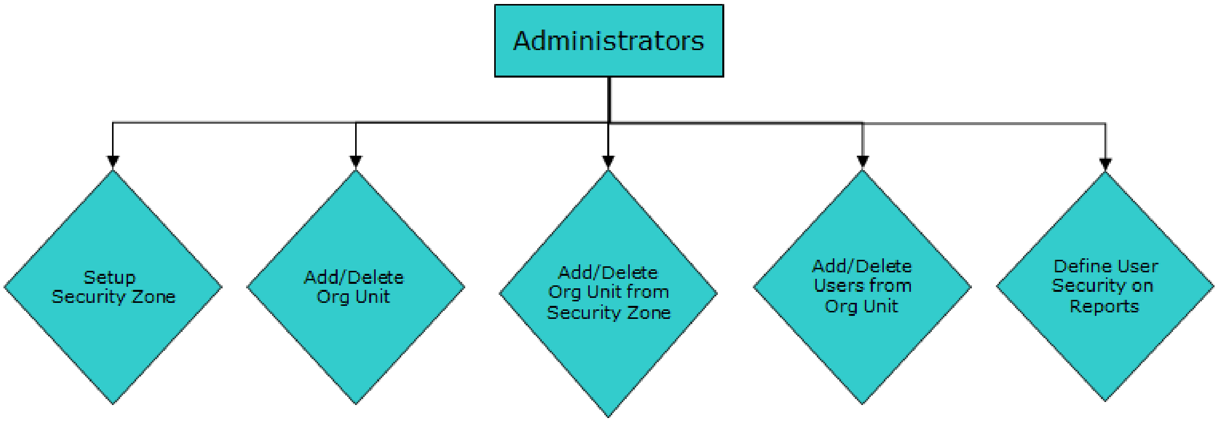
It would not be advisable to have multiple calendaring function applications as this would result in duplicate data and increased maintenance requirements.

33. System Permissions and Security

Maintaining high levels of security is the most important aspect of any new system to be implemented. Even though the majority of information is released to the general public through DMIS, the timing of the release of that information can often be critical. Releasing vital information too soon may not be in the best interests of the City, and may have drastic impacts on the decision making process for that item and may cause financial losses to be incurred as a result.

33.1 RIS Security – As Is





33.2 DMIS Security – As Is

- Active Directory (AD) integrated with application permissions controls the access to the Corporate Intranet which is where the internal DMIS resides.
- The external DMIS is has no permission restrictions. Once an item is published to that interface it is deemed as available for any public consumption. By Default everyone can see public meetings.
- IN CAMERA – controlled through application security settings for user id which is Active directory based.
- Each module can be controlled on its own security as to whether one can see it or view in-camera sections.
- Editing of documents is controlled through application and Active Directory group memberships.

33.3 To Be System

Based on user feedback, it was apparent that both of the current systems meet the users' requirements surrounding the setup, implementation and maintenance of permissions to achieve a high level of overall security. The appropriate functions are secured by permissions and the correct amount of accessibility is given to the remaining users.

The underlying requirement is that all information contained within the new system must remain strictly confidential, except for anything that is published to the public or is considered in a meeting open to the public, such as City Council.

There were little feedback regarding the current security structure being used for the RIS / DMIS. The majority of users were satisfied with how the security worked. There were a few instances where department users didn't know if they had access to RIS or were confused over their access, but these issues could most likely be resolved through some training.

From a technical aspect, the preferred option is the DMIS methodology, which uses a check box system to select access granted rather than assigning users to user groups, which is the methodology employed by the RIS. The user group method could be limiting the visibility of permissions and seems to be ineffective at times. As individual users change positions, it is easier to update an individual's access, than to go into each User Group and update same – especially since one user can belong to multiple user groups within the RIS structure.

The current RIS security seems to be more labour intensive and less user-friendly than the DMIS security, which increases maintenance costs even with the relatively small user base. Time spent to maintain the permissions structure of DMIS is almost negligible due to the rather open structure of it and that only permissions to the In-Camera portions must be maintained.

33.4 FIPPA Implications

The portion of the new system that will be used for the current RIS functions must ensure that the information contained in it will not be available for disclosure under The Freedom of Information and Privacy Protection Act (FIPPA).

The reports and other information in the current RIS would fit almost perfectly into the category of "advice, opinions, proposals, recommendations, analyses or policy options developed by or for the public body…" (FIPPA s. 23(1)(a)). They would also likely be considered "consultations or deliberations involving officers or employees of the public body…" (FIPPA s. 23(1)(b)).

In either event, subject to specific exceptions set out in FIPPA s. 23(2), the City would be entitled to refuse to disclose such documents under FIPPA.

In Camera meeting documents in DMIS contain both decisions and recommendations of specific Committees of Council. Committee Decisions would remain In Camera. As Committee Recommendations move up to the Executive Policy Committee and Council for approval, the information "opens up" upon publication to those respective meeting agendas, and thus becomes public information .

Any documents published for public consumption on DMIS is available to be disclosed under FIPPA.

33.5 Requirements

NF01 - Allow Administrative users to create, manage and implement a complex permissions structure

An extremely flexible permissions structure must exist to meet the requirements of the various stakeholders and the groups to which they belong. A high level of security must be maintained through a complex permissions structure tied to all functions within the system due to the financial implications and risks associated with data leakage at the wrong time.

Permissions range from being set at broad levels to being set at quite granular levels. The system must be flexible enough to allow for all of the different types of permissions to be set up by Administrative users.

Access could be defined by user (or user group) and/or step-by-step in the review process; which view (edit) access could automatically be updated to include (eliminate) users (viewers) as report moves through the CAO's Report Review Process. Also the Office of the CAO should have the ability to add/remove users on specific reports during its Report Review Process.

Visibility to all of the permissions that exist is also important, and will assist in the most efficient management of these permissions.

The type of input being imported or created in the system will determine if an approval workflow is necessary and which one may be applied. Various levels of administration could also potentially have the permission to change the approval workflow as needed throughout the lifecycle of an item.

Permissions also need to be able to be set for system functions such as editing an item at specific points in the approval workflow.

Further discussions would need to be done during the design phase to outline exactly what these permissions might end up looking like, who can set them, change them, etc. if a new system is being implemented.

Note that all of the functions outlined in this document would only be available to users with the appropriate permissions set.

NF02 - Increase visibility to permission levels

Department users have mentioned that they would like to have better visibility to their own permissions. It seems like sometimes they are not sure if they should or shouldn't have access to something and are not sure who to request access from. This could be mitigated through more user training and more communication as to how the security groups are set up and which positions should or shouldn't be included into each one.

NF03 - Expand current levels of permissions for more read-only access

It would be beneficial if generic rules could be created that gives for example, all users in a department read-only access to reports created by their department.

The Legal Services Department has also requested that they be given more access to view reports during the approval process, in particular for those reports for which they have provided legal advice or opinion, so that they can better track the status of the matter within the system.

Further discussions would be required to determine exactly which department users require more read-only access and how that could be implemented with a minimal amount of setup or maintenance.

This requirement could be met with the functionality available in the current system.

34. Intranet vs Internet DMIS

34.1 As Is Process

The public has access to all publicly published items through the external DMIS interface, available through www.winnipeg.ca.

The City Clerks department only publishes to the internal DMIS (Intranet) and then a synchronization process copies the data across to external DMIS.

The process to publish to Internet DMIS (External view) involves the following:

- Synchronization through Task Scheduler
- Does a check to only copy public components and skip in camera files
- Copies Agendas, Dispositions, Minutes
- By Laws have a more complicated process – by-laws can be linked back to multiple levels – entire history of the by-law
- Files are all stored again on the web server that the Internet DMIS is run from
- Entire DMIS webpage is dynamically rebuilt 4 times/day – process runs to copy files over from Intranet to Internet DMIS (from database to webserver)

As a result of the above process, there is a large duplication of data because everything is copied to a new database at the time of synchronization.

34.2 To Be Process

The new system should have strong enough security with everything being guided by the permission structure. Users of the general public would get the lowest level of permission possible (read-only), restricted to publicly-published documents only.

Utilizing a different security structure would eliminate all costs associated with implementing and managing two essentially identical systems, as well as storing duplicate data.

35. Non-Functional Requirements

35.1 Accessibility

Accessibility is the degree to which a product, device, service, or environment is available to as many people as possible.

NF04 - Be available, in its entirety, from an iPad

NF05 - Be available, in a Viewing (Read-Only) capacity from the majority of mobile devices

It is important to make the distinction in requirements for the iPad/iPhone versus other mobile devices, because the iPad/iPhone are the primary mobile devices used by City of Winnipeg employees.

Interviewed users have identified the need to be able to access the majority of the application's functionality via the iPad interface as a way to save even more time and be able to perform work during meetings, that otherwise might only be available to be done from their desks.

The key functions to be made available from an iPad are:

- Approval of items (reports)
- Searching
- Viewing all content

The key functions to be made available from other mobile devices are:

- Searching
- Viewing all public content

Note that "other mobile devices" is referring to the majority of common and current devices being used by the public (Android-based devices, Blackberry, etc.)

NF06 - Allow external users to access publicly published information

This requirement should be kept as it is currently met through DMIS. The ability to access all of the public information within DMIS is a crucial component and one of the main services offered to the Public regarding this system.

NF07 - Allow all users to gain access through any existing browser types and any internet connection

It is critical that the system be available to all users using any current technology.

The current system supports all versions of Internet Explorer and Safari, but should also work with other browser types - this hasn't been verified with the current version but no issues have been communicated, therefore the assumption is that the appropriate support exists.

NF08 - Allow internal users to access the system through Single Sign On methodologies

Active Directory is currently used by the City of Winnipeg to maintain permissions to applications. It would be nice to allow users to access the new system with the same credentials and integrate with the single sign on methodologies currently in place.

NF09 - Have static links to any item within the system

There is currently a problem with sharing links to files within DMIS as the actual link can change multiple times throughout an item's life.

One example of how the links are changed is as the update to Adopt Minutes is done, it is a form of republication which results in a change in the URL address. This has also been identified as an issue by users as hyperlinks to a document would stop working in the instance where there would be one URL for the minutes in their initial (unadopted) state and then a second URL once the system is updated as adopted.

The new system should have static links to any item within the system. Even if the status, contents or any other part of the item changes it should be kept in version history and not affect the link or ID of the item.

NF10 - Have ALL of its data stored in Canada

This is a government-based and legal requirement that any solution must adhere to, but is mostly applicable to hosted solutions. Any SAAS (System as a Service) must be hosted from within Canada, ensuring that all data captured and used within the system remains in Canada at all times.

This requirement helps to ensure that the City of Winnipeg owns all of the data that may reside in a hosted system.

35.2 Records Management

NF11 - Allow users to migrate all current and past data in a consistent and time-efficient manner

NF12 - Meet all requirements in by-law 86/2010 surrounding records management

http://winnipeg.ca/CLKDMIS/DocExt/ViewDoc.asp?DocumentTypeId=1andDocId=5220andDocType=O

The current RIS and DMIS does not have all history stored within their databases, but users require it for historical and research purposes.

One of the users requested access to / publication of Council Minutes dating back to Unicity in 1972.

Currently DMIS contains documents going back to the 1990's but migration efforts would need to be expanded with the new system so that more history could be imported.

The goal of this requirement is to facilitate migration of all existing data being kept in current versions of systems as well as past formats. A migration plan would need to be designed and implemented to determine which types of data (Minutes, Agendas, Reports, etc.) would be migrated and how far back for each type.

NF13 - Allow all Minutes & By-Laws to be stored and maintained permanently

35.3 Usability

Usability is the ease of use and learnability of a human-made object, such as a software application

.

NF14 - Allow both novice and experienced users to navigate the system quickly and easily

It is extremely important to ensure that the new system will be easy to navigate by both novice and experienced users.

NF15 - Present all data in an intuitive and user-friendly way

The current layout of DMIS in particular has been highlighted by users as desirable in the new system. Having the index in the top portion of the screen makes it easy to navigate the document contents as well as access attachments.

Users feel that being able to access definitions of key terms would be extremely useful to the organization / public users of the system. Some of the acronyms might not be known to new or public users of the system and so somehow having the definitions displayed or accessible would increase the usability of the application

More information would be required to determine if this would need to be implemented as a menu option or integrated within the system (i.e. hover over word to see definition if the word is in the dictionary)

NF16 - Use hover over tool tips, common/standardized icons or text labels

Users find the current icons used in the RIS generally confusing and not as informative as they could be.

Common and standardized icons with hover over tool tips for the function or plain text buttons to perform actions would be more appropriate and user-friendly. Integrating the data dictionary would also result in the system being more user-friendly and therefore more widely accepted.

The overall goal is to increase the user experience of the system.

35.4 Integration

NF17 - Integrate with key existing systems, if necessary

Further analysis would be required to determine the scope of the actual integration requirements that exist. Possible points of integration could include:

- Outlook integration
- Active directory
- FTR Recorder (or allowing mp3 file types)
- Possibly AMANDA (a system used by the PPD Department to track land use and zoning matters on property specific basis)
- Trumba Calendar

NF18 – Allow an API interface to include customizations

In order for custom code to be written and integrated with the new system, an API interface would be required. This would ensure the same look and feel and integration to the current website.

35.5 Availability

NF19 - Be available to users 24/7/365 with minimal to no down-time

As a service offered by the City of Winnipeg to all of its public users, as well as to all internal users relying on it for information, the system must be accessible at all times. Elected representatives and the general public use the system during all hours of a day. Minimal down-time is acceptable and these standards are currently being achieved 99% of the time.

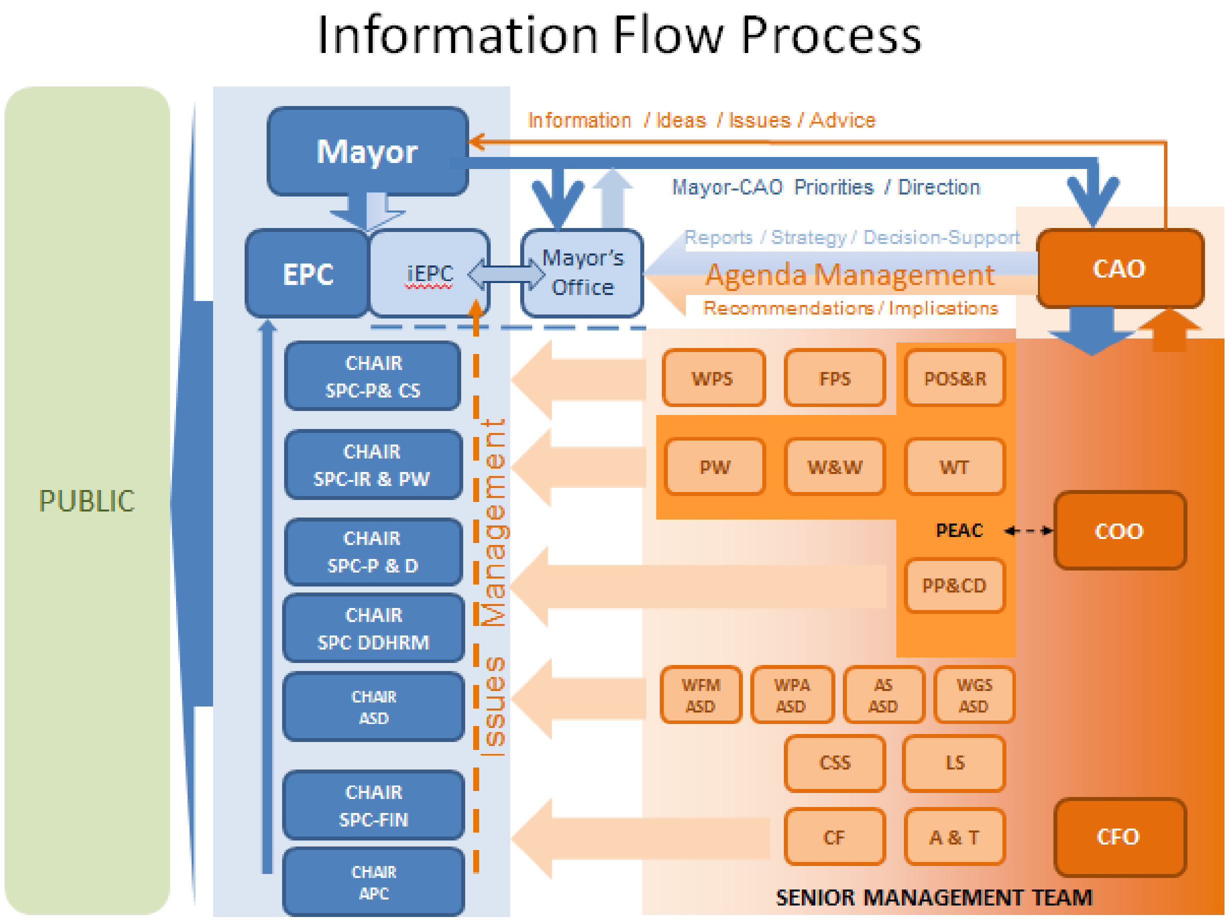
35.6 Performance

NF20 - Provide quick response and processing times for all functions

There should be no definitive lag between a user submitting an action and the system response.

The current system should be used as a baseline level of performance as no users have provided any feedback regarding the response or processing times.

APPENDIX A: Background Info



- Colour-coding is deliberate:
- Orange: represents the Winnipeg City Department
- Darker orange for higher authority
- Bright orange represents the Planning Executive Advisory Committee (PEAC) departments (established as a result of the Integrated Planning Model decision of Council in 2002 and Chaired by the COO)
- All departments are shown aligned with their respective Standing committees of Council and abbreviated according to the new governance structure discussed by SMT in November, 2011
- Light Blue: represents informal political discussion
- Dark Blue: represents formal political discussion (DMIS)
- Green: represents the public domain

Steps in the Information Flow illustration begin with discussions between the CAO and the Mayor where information, ideas, issues and advice are translated into direction for the City Department in the form of mutually understood short-term priorities.

Results of the Mayor / CAO discussion are conveyed by the CAO to the Senior Management Team (SMT) at regularly scheduled meetings. Priority direction is established based on departmental mandates, but collaboration among departments is promoted wherever there is an opportunity to optimize communication and organizational efficiency.

The City Department response to information requirements comes in the form of briefing notes and / or administrative reports containing best professional advice formatted according to prescribed briefing note and report ‘templates’. The Report Information System directive and illustration provide more specific detail on the flow of information reports.

The Manager of CAO Office Operations coordinates the receipt of information from the Senior Management Team and their staff, and the scheduling of same through Agenda Management meetings. Agenda Management meetings are typically attended by the CAO, COO and CFO as well as Legal Services, City Clerks and the Mayor's Office. The primary purpose is to hear and discuss report recommendations / implications so that the required support for decision-making can be advanced strategically for political consideration.

Department Directors work with the Committee Chair(s) to whom they report, to brief them on issues requiring a decision at the Standing Policy Committee level.
The Mayor's Office works with EPC members informally to reach a consensus on issues and decisions that require Executive Policy / Council approval.

The recommendations are then moved into the formal political process for public debate and final disposition by EPC / Council.

Reports Flow

STEP ONE	Department Head approves Report for submission to Report Information System (RIS)
STEP TWO	Office of the CAO enters Report into RIS and determines Critical Path
	CAO approves Report for submission to Mayor's Office / Political Review
STEP THREE	Mayor's Office approves Report and forwards to City Clerk's Office for inclusion on Committee Agenda
STEP FOUR	City Clerk's Office publishes Report on Agenda in Decision Making Information System (DMIS) for review by Standing Committee or Executive Policy Committee
STEP FIVE	Committee reviews Agenda at Meeting
	City Clerk's Office records and publishes actions taken by Committee/Council on DMIS in Minute and Disposition of Items documents
	Office of the CAO reviews Disposition of Items and provides direction to Departments

Report Flow Process

The Report Flow Process is the combination of steps required to review, revise and approve Administrative Reports for public agenda and consideration by elected officials at a Standing Policy Committee, EPC, or Council.
The Report Flow Process does not begin for an Administrative Report UNTIL it has been received in the RIS inbox from its department. It is important also to note that the Report Flow Process DOES NOT begin UNLESS it is received through the RIS inbox.

Report Review Process

The Report Review Process begins when a Department submits a report in the RIS Outlook Inbox (CAO-Report Information System). The report is reviewed (revised) and upon approval by CAO, COO and/or CFO, the report moves to the Mayor's Office for consideration of placement on a public committee agenda.

In the case of a Regular Report, the Report will be approved and moved forward in the review process within approximately 1 week.

In the case of MSC Reports, a number of discussion meetings and review meetings (that could include that includes Agenda Management Review and Political Review) may occur where revisions, major or minor in nature, will be requested. If revisions or further work is necessary, reports are returned to the department for resubmission and the review process begins again until it can be finalized and approved. These reports can take between 2 weeks to several months before they are finally approved and move forward to a public agenda.

Once approved, reports move within the RIS for final political approval to agendas where they become public on DMIS (the City's Decision Making Information System) 96 hours prior to their destined Committee meeting for consideration for elected officials.

The Mayor's Office, via the RIS, forwards administrative reports the City Clerk's Department for inclusion on meeting agendas for the Executive Policy Committee and the Standing Policy Committees.

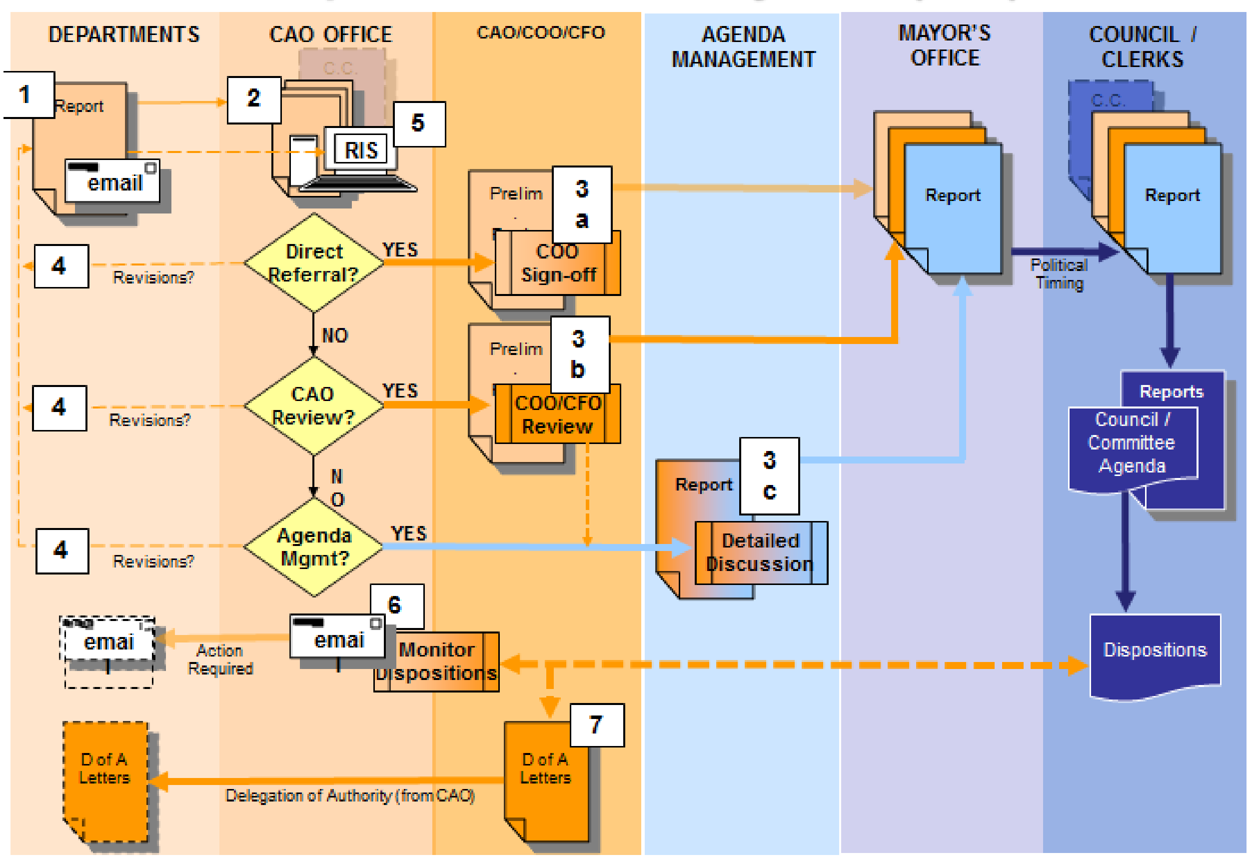
The City Clerk's Department downloads reports from the RIS and creates agenda documents for publication on the Decision Making Information System (DMIS).

Because of the amount of time required to process either type of report, it is imperative that timelines and deadlines are adhered to.

Current Process of RIS

The Office of the Chief Administrative Officer (CAO) utilizes the electronic Report Information System (RIS) to track administrative reports through the CAO's Report Review Process and through Council's decision making process.

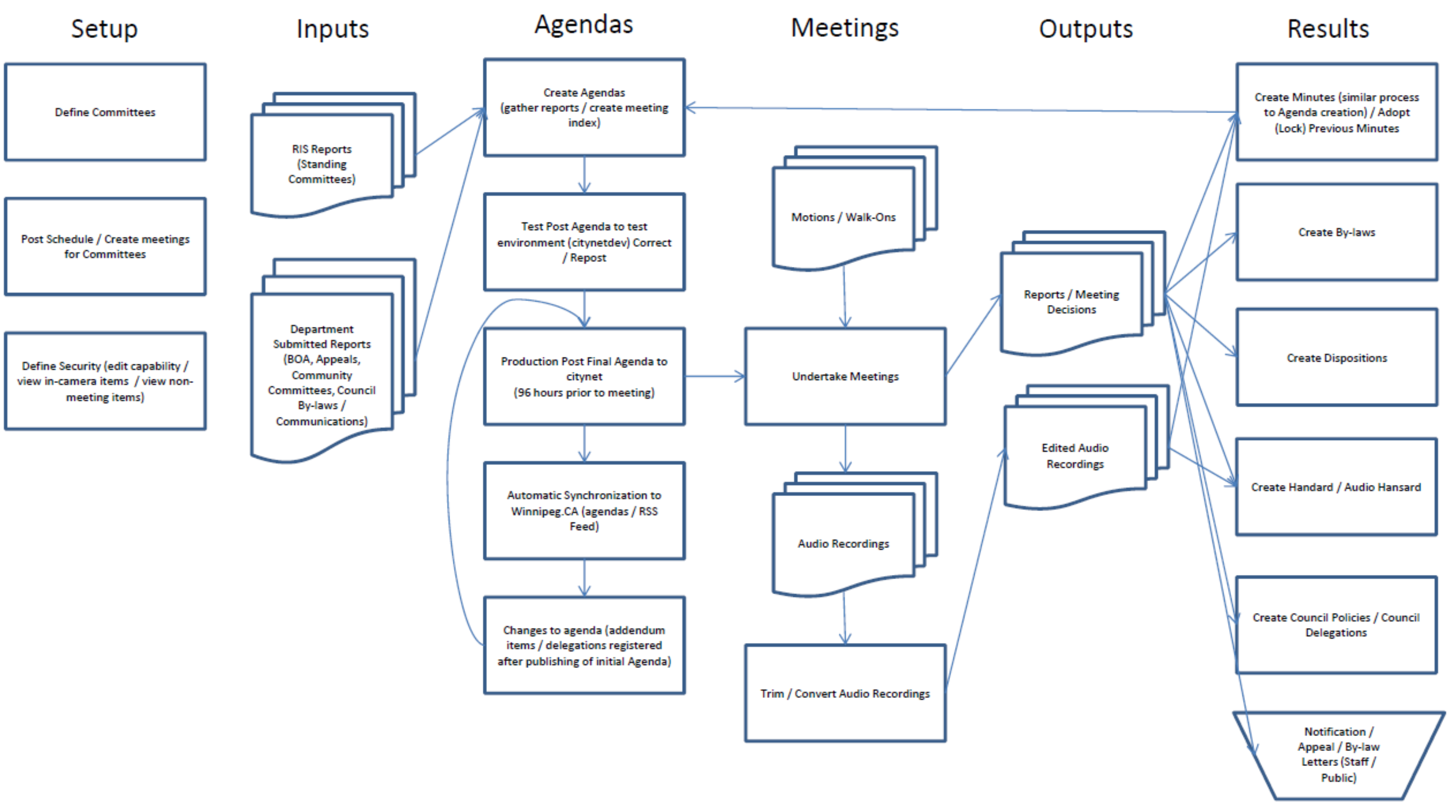
How the Report Information System (RIS) Works



1. Receive RIS report via email
2. Save report in RIS tracking system
3. Review reports in the RIS tracking system and 'triage' (see attachment)
   a) "Direct"
   b) "COO/CFO Review"
   c) "Agenda Management"
4. Revise report content as necessary
5. Update RIS tracking system status (Directors / EAs can always view status)
6. Review the disposition of items from Committee and Council meetings as to action required
7. Prepare and distribute delegation of authority letters resulting from Council dispositions (where applicable)

NOTE: An RIS Report Template is available with detailed instructions for report preparation

DMIS Information Flow



Administrative Report Template

ADMINISTRATIVE REPORT

Title: *(subject matter)*

Issue: *(use only if the title exceeds 3 lines)*

Critical Path:

AUTHORIZATION

Author	Department Head	CFO	CAO/COO

RECOMMENDATIONS

REASON FOR THE REPORT

EXECUTIVE SUMMARY

IMPLICATIONS OF THE RECOMMENDATIONS

HISTORY

FINANCIAL IMPACT

Financial Impact Statement Date:

Project Name: **First Year of Program**

	0	1	2	3	4
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ -	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments:

original signed by
Department Controller

CONSULTATION

In preparing this report there was consultation with:

OURWINNIPEG POLICY ALIGNMENT

SUBMITTED BY

Department
Division
Prepared by:
File No.
Date:

Appendix B: User Interviews

Contact John Ng (JNG@winnipeg.ca) for access to the following documents.

A structured set of interview questions was created to ensure consistency throughout the interviews.
[Document Title: RIS DMIS Replacement – Interview Questions]

There was an email sent out prior to the interviews regarding the users current uses of RIS and DMIS. These were captured as additional information in preparation for the interviews and used to assist in the current process flow diagrams.
[Document Title: RIS DMIS Replacement – Email Responses – Pre-Interview]

There is also a document that provides all of the comments and requirements gathered during the interviews. These are not included in this document so as to maintain the confidence of the users that provided these requirements, but can be shared upon request.
[Document Title: RIS DMIS Replacement – Interviews – User Responses]