

**City of Madison
Software Evaluation
Business Objectives**

#	Interview / Functional Area	Possible Future Business Objectives	Supporting Evidence	Systems Risks and Constraints	Estimated Associated Benefit	Impact (H, M, L)	Complexity (H, M, L)	Priority	Assumptions
1	Human Resources	Web-Based Employee Self Service Including considerations for: Addresses, Emergency Contacts, Beneficiaries, Training, Supervisor Communication, etc.		Standard web-based solutions not available; Need to be custom built with current systems					
2	Human Resources	Utilize the data from the new system to become more analytical on data and reports to provide a meaningful aid in business decisions							
3	Human Resources	Continue to provide guarantee of secure employee data	Shift from using SSN as primary identifier						
4	Human Resources	Achieving integration / adaptability with all agency applications and governmental sites (ability to upload information, import/export information)							
5	Human Resources	Centralize Human Resources data into a single more capable system		Significant area of possible change in processes and systems utilized					
6	Human Resources	Elimination of hardcopy paperwork through automated Workflow and Approvals to promote and gain process efficiency							
7	Human Resources	Ability to adapt to change in 3 rd party providers/vendors							
8	Payroll	Electronic time keeping to increase productivity, efficiency across all departments and agencies							
9	Payroll	Provide Employee Self Service for more employee access							
10	Payroll	Improved reporting capability for data and information sharing							
11	Payroll	Integration of many various payroll related sub-systems in use throughout the City of Madison							
12	Utilities - Transit	Possibility of organizational change for Transit / Regional Transit Authority	Metro could possibly become its own entity that may contract with the City to provide services; Transport 2020 planning may also introduce rail or other transit alternatives to be managed						
13	Utilities - Transit	Modernizing fare collection methods	Self service tools or smart cards could potentially be introduced						

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14	Utilities - Transit	Enhanced self-service for Transit employee data	Interest in self-service for employee address changes, benefit elections, etc. Currently, somewhat supported through Trapeze system						
15	Utilities - Transit	Potential introduction of mobile devices for Transit	Interest in using hand-held devices to record maintenance and repair data, including employee hours worked on a repair						
16	Utilities - Transit	Optimize new system investments	Desire to provide/obtain system training and ensure that training is also provided/obtained with system upgrades						
17	Procurement/AP	Increased electronic payment of payables							
18	Procurement/AP	Enhanced capabilities for providing access to persons with disabilities							
19	Procurement/AP	Vendor web based self-service, electronic pre-qualification, electronic bidding, etc.							
20	Procurement/AP	Enterprise-wide access to federal & state requirements governing procurement	Civil Rights enforcement accountability						
21	Procurement/AP	Facilitate electronic Self-service purchasing for City employees							
22	Procurement/AP	Optimize benefits related to purchasing like goods/services across the City	Interest in facilitating agency access to contracts, vendor lists, purchase history, etc. used by other City agencies						
23	Procurement/AP	Pursue greater integration with third party systems for bidding and purchasing	Interest in integration with tools like DemandStar, VendorNet						
24	GL/Financial Reporting	Public access							
25	GL/Financial Reporting	Reporting and financial statement production that is configurable, user-friendly and has flexible formatting options							
26	GL/Financial Reporting	Easy access to financial and operational data for Agency analysis							

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27	Budget	Incorporate performance measurement into budget processes	Noted future consideration for "Madison Measures" initiative						
28	Budget	User-friendly public access to budget information	Desired to include system/web access for both citizens and staff						
29	Budget	Capacity to administer budgets for multiple companies/component units							
30	Budget	Sustainability	Future initiative - Broad in scope, detailed impact TBD						
31	Budget	Provide for more comprehensive view of agency budgets	Currently just operational budget data						
32	Budget	Facilitate easier production/publishing of budget documents							
33	Budget	Multi-year budgeting	Currently an annual budgeting process, but legislative change may impact into the future						
34	Utilities - Water/Storm/Sewer	Enhanced GIS usage and integration across City systems							
35	Utilities - Water/Storm/Sewer	Potential change in meter reading methods (AMR/AMI)							
36	Utilities - Water/Storm/Sewer	More frequent billing cycle	Currently, readings now every 6 months; Potentially move up to frequency of monthly billings?						
37	Utilities - Water/Storm/Sewer	Capture of more or fewer municipal services on water bills							
38	Utilities - Water/Storm/Sewer	Provision of business services to other municipal utilities/shared services							
39	Utilities - Water/Storm/Sewer	Addition of new Utility entities	Current dialogue regarding introduction of streets utility						

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40	Utilities - Water/Storm/Sewer	Potential outsourced services in the future	e.g. billing outsourced to third party						

Improvement Opportunities
Definitions of High / Medium / Low

Business Impact (Net Benefit / Cost Savings)

High	- Drives significant bottom line improvement
Medium	- Some bottom line improvement
Low	- Little to no bottom line improvement

Complexity of Implementation

	Process	People	Technology
High	- Significant process redesign required - Significant capital investments required	- Cultural change from the status quo - Additional resources to manage initiative change may be required - Significant training requirements for production staff	- Significant system modifications/interfaces required
Medium	- Some process redesign required - Some capital investments may be required	- Additional cross training required - Additional training requirements for production staff required	- Some system modifications required
Low	- Minimal process redesign required	- Some realignment of current resources may be required	- Use of manual systems / desktop software only