

This appendix presents the results from the business function modeling workshop conducted as part of the assessment phase. The ideal application architecture, presented in Chapter 3, is derived from the function model. The appendix is divided as follows:

- Understanding the Business Function Model
- Function Model Diagramming Conventions
- Business Function Model
- Function Model Definitions

UNDERSTANDING THE BUSINESS FUNCTION MODEL

The business function model identifies and graphically displays, in a structured format, the activities that the City performs.

It is important to distinguish between the function model and an organization model. *An organization model depicts an enterprise's structure, typically in hierarchical fashion. The business function model depicts **what** the City does, independent of the organizational structure.*

Business functions tend to be much more stable than organizational units. Organizations typically change over time to accommodate changes in how an enterprise does its work. The business functions themselves remain relatively unchanged, unless the business significantly alters its mix of services and/or products.

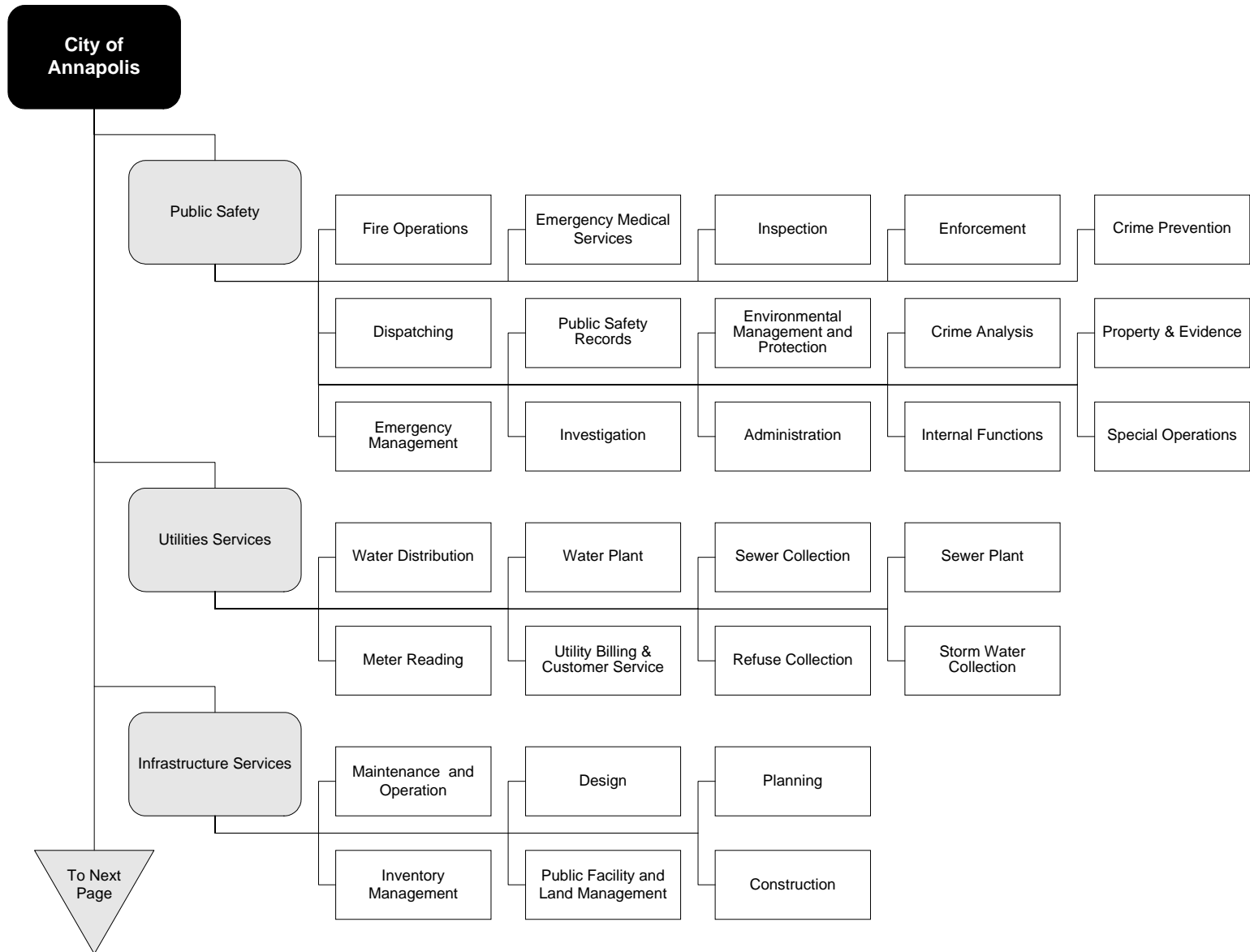
Each of the activities shown in the model becomes a potential candidate for automation.

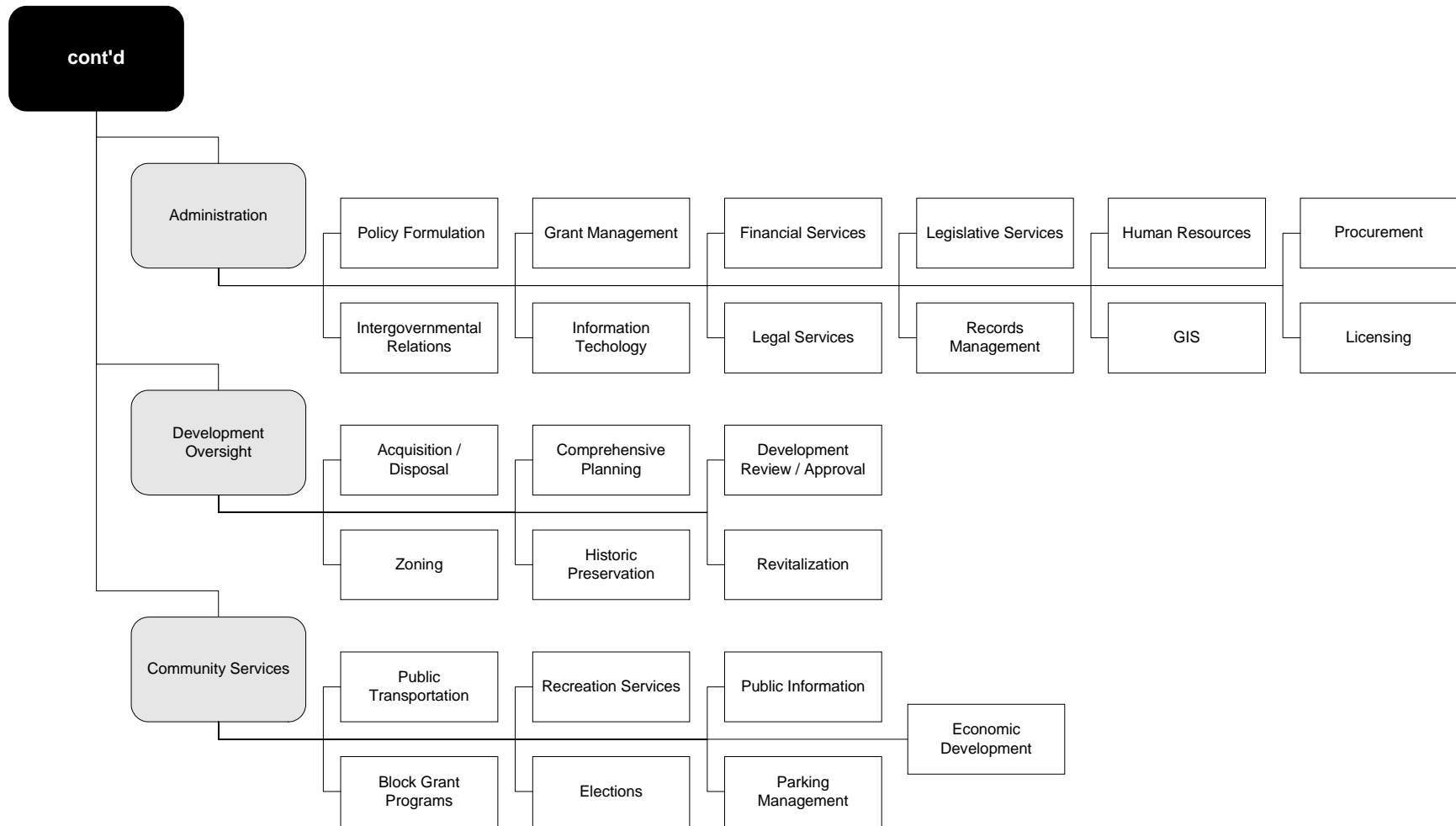
FUNCTION MODEL DIAGRAMMING CONVENTIONS

Business function models contain two primary components:

- **Functional Areas** - the major categorization of all tasks required to conduct business (e.g., "Public Safety" is a functional area)
- **Functions** - a group of ongoing activities which, together, completely support one functional area (e.g., "Dispatching" is a subordinate function within the "Public Safety" functional area)

The diagram on the following pages depicts a function model of the City's business. The "roundtangles" represent functional areas. The rectangles connected to the right of the roundtangles represent subordinate business functions. Lower level processes are not defined in this model. Please note that the order in which the functional areas and functions are listed does not imply any precedence or dependence.





FUNCTION MODEL DEFINITIONS

PUBLIC SAFETY

Those functions related to the protection of lives, property, and enforcement of law.

FIRE OPERATIONS

The processes related to, but not limited to, the suppression of fire (preplanning and emergency response to incidents of fire to protect lives and property in the community), rescue of the trapped, treatment of the injured, and the mitigation of hazardous conditions to life and the environment.

EMERGENCY MEDICAL SERVICES

The processes related to the emergency care, treatment, and transportation of patients to an appropriate health care facility.

INSPECTION

The processes related to evaluating buildings, properties, construction, and alterations to assure compliance with adopted codes and standards.

ENFORCEMENT

The processes related to the enforcement of Federal, City, and State laws. This function also includes processes related to enforcing the City's codes, including responding to questions and complaints from citizens about potential code violations.

CRIME PREVENTION

The processes related to the prevention of crime through proactive intervention with community-based programs.

DISPATCHING

The processes related to receiving, dispatching, and responding to calls for police services, 24 hours per day, 7 days per week.

PUBLIC SAFETY RECORDS

The processes related to storing, preserving, and classifying information according to municipal, state, and federal guidelines.

CRIME ANALYSIS

The process of identification, evaluation, prediction, dissemination, and reporting of crime statistical data to enhance the decision making process.

PROPERTY AND EVIDENCE

The processes related to the recovery, storage, inventory, disposal, and disposition of property, evidence, and supplies collected and purchased by the department and its members.

EMERGENCY MANAGEMENT

The processes related to preparing for and responding to disaster incidents. This includes organizing related activities and disseminating information to citizens and all appropriate agencies.

INVESTIGATION

The processes related to the determination of the cause and origin of crimes and other incidents.

ADMINISTRATION

The processes related to the sustaining of departmental services through the use of staffing, budgets, material's acquisition, grants, interagency reporting, and crime analysis. This function also includes the processes related to developing short- and long-term goals, objectives, and needs of the department.

INTERNAL FUNCTIONS

The processes related to establishing and maintaining a department certification process and ethical job performance through investigations and support of the Chiefs' staff.

SPECIAL OPERATIONS

The processes and resources through which the department supports the basic patrol operations functions by using marine patrols, foot patrols, special enforcement, bicycle patrol, traffic patrol, special events planning, school crossing guards, and parking enforcement.

ENVIRONMENTAL MANAGEMENT AND PROTECTION

The processes related to overseeing and protecting the City's natural resources including monitoring environmental issues, including water quality, transportation concurrence, and land use and development impacts.

UTILITIES

Those functions related to the manufacturing and delivery of potable water to the general public, and the transport, treatment and disposal of solid waste, storm water, and refuse.

WATER DISTRIBUTION

The process required to provide transportation of the City's potable water through a system of pipes valves and meters. This function also includes the reporting of the system to assure uninterrupted supply.

WATER PLANT

The processes related to well water pumping from aquifers, treating, and pumping finished potable water to elevated storage tanks and directly to public use.

SEWER COLLECTION

The processes related to the transportation of waste water through a system of pipes and pump stations to the waste treatment plant. This includes the recording of volumes pumped to provide a basis for City share of operation of waste water plant.

SEWER PLANT

The processes related to administrative oversight and justification of payment to Anne Arundel County for the portion of use at the City of Annapolis and Anne Arundel County co-owned waste water treatment plant. This function also includes engineering support to evaluate volume used and possible upgrading of facilities.

METER READING

The processes related to installing, reading, and repairing both residential and commercial water meters for consumption and billing purposes, including turning off service for non-payment and restoring service when payment is satisfied. This function also includes delivering quarterly meter reading to City Finance Department for the purpose of billing use.

UTILITY BILLING & CUSTOMER SERVICE

The processes related to utility billing, receipt of customer payment, receiving customer inquiries, routing requests to appropriate parties, and monitoring problem resolution.

REFUSE COLLECTION

The processes related to providing for the management, collection, disposal, and/or recycling of solid waste.

STORM WATER COLLECTION

The processes related to providing for the management, collection, treatment, disposal, operations & maintenance, asset management, regulatory compliance, capital improvements, public outreach, and advance planning for the City's Storm Water system.

INFRASTRUCTURE SERVICES

Those functions related to acquiring, developing, managing, and maintaining public property, facilities, and equipment.

MAINTENANCE AND OPERATION

The processes related to the operation, preservation, maintenance, repair, and minor enhancement of public physical resources.

DESIGN

The processes related to the creation of detailed plans, specifications, and cost estimates for specific capital improvements.

PLANNING

The processes related to developing short- and long-range plans for the delivery of infrastructure-related capital construction and operational services.

INVENTORY MANAGEMENT

The processes related to recording and monitoring all stores and assets of the City.

PUBLIC FACILITY & LAND MANAGEMENT

The processes related to the overall management, operation, and tenancy of the City's property and physical resources.

CONSTRUCTION

The processes related to the development and renovation of public facilities and infrastructure in support of City services.

ADMINISTRATION

Those functions related to providing essential assistance in support of all City governmental services, including those functions related to exercising stewardship over the City's financial resources and recording, reporting on, and analyzing financial information.

POLICY FORMULATION

The processes related to adopting local ordinances, establishing laws for the City, and passing resolutions expressing policy direction or making a public statement.

GRANT MANAGEMENT

The processes related to applying, recording, managing, and reporting on grants received by the City.

FINANCIAL SERVICES

The processes related to exercising stewardship over the City's financial resources and recording, reporting on, and analyzing financial information.

LEGISLATIVE SERVICES

The processes related to the provision of administrative and logistical support to council members and council proceedings.

HUMAN RESOURCES

The processes related to recruiting and retaining employees, administering compensation, classification, benefits, performance management, and union negotiations.

PROCUREMENT

The processes related to ordering and receipt of goods and services, including the encumbrance of those goods and alignment with City budget.

INTERGOVERNMENTAL RELATIONS

The processes related to promoting the City's interests in regional, state, and national decisions and legislation.

INFORMATION TECHNOLOGY

The processes related to planning, acquisition, implementation, operation, management, and maintenance of computer, voice, video, radio, and electronic data systems used by the City.

LEGAL SERVICES

The processes related to providing legal advice, litigation, and prosecution services on behalf of the City.

RECORDS MANAGEMENT

The processes related to managing the life cycle of the City's records regardless of media, including fulfilling statutory requirements.

GIS

The processes related to collecting, storing, maintaining, and analyzing land, property, and other spatial data.

LICENSING

The processes related to filing, approval, issuance, and communications with applicants for City required licenses.

DEVELOPMENT OVERSIGHT

Those functions related to the planning, development, and management of the public and private physical environment while protecting the quality of life

ACQUISITION/DISPOSAL

The process related to securing and releasing property rights.

COMPREHENSIVE PLANNING

The processes related to long-range, policy-based plans, and development codes for the regulation of development and enhancement of the community.

DEVELOPMENT REVIEW/APPROVAL

The processes related to review of development plans for compliance with zoning and subdivision codes as well as filing plans, receiving fees, issuing permits, and communicating with applicants and other affected parties.

ZONING

The processes related to regulating the manner of development in the City by zone.

HISTORIC PRESERVATION

The processes related to regulating development activities of historic sites and all properties within the historic district. It also includes the development and research of historic resources within the City, including but not limited to, archeological resources, built resources, and site resources.

REVITALIZATION

The processes related to enhancing neighborhoods and other areas of the City to increase quality of life. This includes activities on private and public properties, including streetscape projects, housing rehabilitation, and development of infrastructure.

COMMUNITY SERVICES

Those functions related to supporting, coordinating, and delivering public transportation, recreation, cultural, and human services to enhance the well being of the community.

PUBLIC TRANSPORTATION

The processes related to administering, managing, promoting, coordinating, licensing, and operating public transportation services to enhance the well-being of the community. These processes include the areas of:

- ♦ Transit Grants & Administration – The processes related to research, application, negotiation, expenditure, and documentation of Federal, State, and other grants
- ♦ Transit Management & Promotion – The processes related to the service planning, staffing, and marketing of public transit, demand response, and complementary paratransit operations
- ♦ Vehicle, Equipment, and Facility Maintenance – The processes related to management and maintenance of vehicles, facilities, and equipment used to provide or support public transportation
- ♦ Intermodal Operations – The processes related to licensing, ticket sale, promoting, and/or coordinating private and public transportation providers, including taxis and intercity bus lines

RECREATION SERVICES

The processes related to the planning, registration, scheduling, and delivery of active recreation and leisure opportunities for all ages. These processes include the maintenance and improvement to City harbor, community open spaces, athletic fields, and playgrounds.

PUBLIC INFORMATION

The processes relating to the collection and dissemination of information about City programs, services, policies, and activities, including press relations and information related to emergencies that may arise.

BLOCK GRANT PROGRAMS

The processes related to managing the City's annual Federal Community Development Block Grant allocation, ensuring that the funds are spent in a manner consistent with Federal guidelines, recognizes the work of care givers and services providers, optimizes home ownership opportunities, and improves the quality of life in economically distressed communities.

ELECTIONS

The processes related to municipal office election oversight including Mayor, Alderman, and Central Committees. These processes include all tasks to ensure that elections are clear and ethical; and that public confidence in the electoral process is maintained.

PARKING MANAGEMENT

The processes related to administering and managing all parking resources in a coordinated manner to enhance the well being of the community. These processes include administering parking regulations and residential parking zones, resolving conflicts, and issuing permits.

ECONOMIC DEVELOPMENT

The processes related to promoting economic growth and development, business retention and recruitment, the creation of new jobs, and acting as a liaison between the business community, municipal government, and the citizenry at large.