

City of Rocky Mount Technology Governance Charter

Prepared By: Bruce T. Harper, Technology Manager

Reviewed by: TG

Approved By: City Manager's Office

Established Date: 5/16/2016

Supersedes: None

Name:

This Charter establishes a standing group officially named Technology Governance (TG).

Mission:

The City of Rocky Mount's Technology Governance Charter is to plan, approve, prioritize, and implement cost-effective enterprise technology initiatives to meet both the business and technology needs of the City, its departments and the citizens of Rocky Mount.

Responsibilities:

- Determines and consistently applies criteria for prioritizing and deciding on technology investments across the Organization and across City departments.
- Evaluates Technology opportunities to benefit from enterprise, multi-department or divisional solutions which best meet the business and technology needs of the organization and departments.
- Reviews and recommends significant resource, scope and/or schedule changes to technology initiatives.
- Develops and maintains a forum for sharing responsibility and ownership of actions and end results surrounding technology investments across the organization and departments.
- Review and recommend enterprise wide technology policies, procedures and standards.
- Review and understand the necessary funding requirements for recommended projects.
- Understand the strategic implications and outcomes of initiatives being pursued through project outputs.
- Appreciate the significance of the project for some, or all, major stakeholders and represent their interests.
- Be genuinely interested in the initiative and be an advocate for broad support for the outcomes being pursued in the project.
- Foster positive communication between departments/divisions regarding the project's progress and outcomes.

Duration:

The TG is a standing group under the direction of the City Manager's Office, which is the only office that can discontinue the TG. The first group members will have a term of three (3) years and each subsequent group will have two (2) year terms.

Organization:

The TG is made up of the members that sit on the City's senior leadership team.

Management Relationships and Duties:*Official Members*

Group membership is comprised of the City's senior leadership team along with the City Manager's Office. The Managers Office will appoint a designee to serve as the administrative assistant. If for some reason, a member is unable to attend, he/she will designate another senior level staff from within their Department. The intention of the TG is to leverage the experiences, expertise, and key insight of the senior leadership team and are committed to building professionalism in technology. Members are not directly responsible for managing Technology activities and are asked to provide support and guidance to those that do.

The Chair

An Assistant City Manager will always serve as Chair, unless otherwise directed by the City Manager. The Chair has the authority to delegate functions and responsibilities to any member of the TG as well as to any member of the senior leadership team to accomplish the mission of this group (sub groups/advisory groups).

The Co-Chair

The Assistant City Manager (Chair) can appoint a Co-Chair, who will preside over TG

Meetings in the absence of the Chair.

The Chair will establish a schedule for the regular meetings of the TG. The Chair can also call ad hoc meetings when needed and a written notice via email is accepted.

Voting Members of the TG

Members of the TG with the exception of the Chair and the Technology Manager, will be voting members.

Quorums and Voting

A quorum, for conducting business and making recommendations regarding actions for items coming before the TG, consists of two-thirds of voting members. A simple majority of those voting in favor of the motion, will pass the motion. The TG Chair will only vote in the event of a tie among TG voting members.

Administrative Assistant

Under the direction of the Chair, the Administrative assistant will work with the Chair to set a meeting agenda, schedule meetings, ensure committee members have the meeting agenda, ensure all members receive the meeting minutes and other duties that may arise as needed by the Committee Chair.

* Table of members and their roles is shown on exhibit A.

* Technology Project Approval Process is shown on exhibit B.

* Technology Project Planning Submission Form is shown on exhibit C.

Project Classification/Criteria:

The project classification approach focuses on gauging project complexity and impact to ensure the appropriate levels of review and stakeholder involvement are undertaken. Under this methodology, a project planning form must be submitted, approved and assessed for funding availability if it meets one or more of the following criteria:

IT Project Investment Guidelines
<ul style="list-style-type: none">• The project’s development schedule, consisting of the analysis, design, programming, testing and integration components, is estimated to exceed 4 calendar months.
<ul style="list-style-type: none">• The total cost of a project is deemed significant, either financially or in terms of personnel resources required to manage and maintain (before & after) the proposed project.
<ul style="list-style-type: none">• The proposed solution will consist of installation of or expansion of software, voice, video or services other than those routinely acquired through the Technology Services Division.
<ul style="list-style-type: none">• The project will consist of the development, acquisition or installation of technologies not currently supported by the Technology Services Division. The proposed solution could be enterprise in nature or consist of the development and/or purchase of a system that involves one or more departments.
<ul style="list-style-type: none">• Projects that may not rise to these criteria but are mission critical to a particular department may still submit a Technology Project Planning Submission Form.

* The final approved project will require both Stakeholder and Technology Services approval.

Project Prioritization and Management:

To guide the allocation of resources, a prioritization process is utilized for all information technology project requests. Understanding the factors utilized at this level of prioritization will assist the TG in understanding the rationale for determining how and why resources are assigned to specific projects. By definition, higher priority projects will receive higher levels of resources (time, staff, and funding).

A certain amount of flexibility will always be a component of the project prioritization process. The TG must be able to adjust the process when necessary to achieve critical outcomes. However, routine use of basic guidelines will help members understand the evaluation process.

Factors that are considered when prioritizing projects include:	Weight (%)	Score (1-10)	Total (score * weight)
1. Statutory Compliance	25%		
2. Citizen Service Improvements	20%		
3. Positive Financial Impact: Cost Savings/ Revenue Generation	15%		
4. Alignment with Comprehensive Plan or Council Goals	15%		
5. Internal Service Improvements	15%		
6. Enterprise Scope	10%		
Total	100%		

Description of Factors:

- 1. Statutory Compliance: 25%**
 Statutory Compliance is meant to provide priority to projects that are mandated by state, local or federal statute. This does not cover process improvements for functions that are mandated by law or replacement of systems which have a viable alternative. Credit for process improvements is afforded in other sections of the scoring model.

Weight: A 10 (10 being the highest) in this area would be appropriate if the Project is mandated by a new law, and it must take place in the current year of the submission. If it is mandate to take place in year 3, it might score a five. If it is not mandated at all, it might score a 0. A system which supports compliance that has reached end of life or must be replaced will be considered the same as a new law and afforded a score of 10.
- 2. Citizen Service Improvement: 20%**
 Any project that provides our citizens with a new service or way to transact business with the City is considered a Citizen Service Improvement. If the service currently exists and the Project represents significant improvements, it will be weighted the same as a new service.

Weight: Improvements such as those impacting a wider range of customers and citizens might score a 10. A significant improvement in, or to an existing application might score a 7. A process improvement for a single department that impacts a smaller range of customers and citizens, may only score a 5. If the IT Project is externally focused but improves on a process, it may score a 3.
- 3. Positive Financial Impact: 15%**
 This is as much determined by the financial impact as it is by the ability to realize that impact within a specified period of time. A project that creates revenue or saves money on a new or existing process is considered to have positive financial impact.

Weight: A new revenue source that also provides citizens a convenience, such as online tax bill payment, might score a 10. A change to an existing business process which results in a cost savings might score an 8. Return on Investment (ROI) and time required to recover the investment is an important aspect of this area. If a payback of less than 12 months is planned, it may score a 10. A payback time of 2 years would score a 5, and no anticipated payback period may score a 0. Cost avoidance (if quantifiable) shall be considered the same as a new revenue source, for purposes of this scoring and calculation of ROI.

4. **Alignment with Comprehensive Plan or Council Goals:** **15%**
The ideal score would be for a Technology Project submission to have a significant impact in an area defined as a City Council Strategic Goal or City Manager's identified priority.

Weight: If the project can be demonstrated to meet one Council objective, it would score a 5. If it meets two (2) or more, it will score a 10.

5. **Internal Service Improvements:** **15%**
A project that applies new technologies to existing processes often yields dramatic, quantifiable internal improvements.

Weight: Improvements such as automating manual processes, improving efficiency and less reliance on critical resources, *especially when it streamlines operations between business units*, in this example it might score a 10. An improvement in process in just one business unit might score a 7. A process improvement within a workgroup may only score a 5. If the TIP (Technology Improvement Plan) is by nature externally focused but improves on a process, it may score a 3.

6. **Enterprise Scope:** **10%**
An enterprise system is one which fills a business need as a standard solution in the City and one for which no other solution will be offered. The scope of the enterprise system is measured by how many departments, customers and employees use the system. In all cases, the enterprise system represents the only solution offered.

Weight: If the scope of the enterprise system is fewer than 5 departments, up to 4 points may be awarded. If more than 10 departments are in scope, up to 10 points may be awarded. For a department to be in scope, the business need must exist, even if there is no funding to support the implementation. If the system is not enterprise in nature, no points are awarded.

In addition to the above objective measures, the TG may introduce subjective measures into the decision over project approval. The Technology Services Division, City Council, and City Management will provide "alignment factors" for the TG to consider which may include:

- If any division or department exceeds 60% of the approved projects, it would require approval by the leadership team.
- Determine Max % of spend per technology edge (trailing, leading, bleeding). We do not want to invest in trailing technologies.
- Any project not started in the fiscal year in which it was approved, or has had a change in scope is subject to review.
- The goal would be to reduce the project backlog and *ensure Technology expenditures are invested rather than sitting idle.*

Finally, the TG may “force rank” alignments given the dynamic environment in which the City operates. A project’s priority can change over the lifetime of the project. Some projects may be expedited even if they rank lower, when there is available and idle technology and financial resources to move forward with the project; for example – smaller technology projects or those that align well with another approved project. The TG will be advised of any major changes in project status that affect the portfolio.

Signature Page

The Technology Governance Committee is approved on 5/16/2016.

 5/17/2016

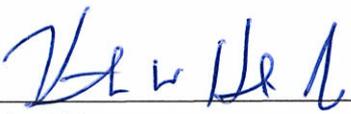
City Manager

 5/17/16

Technology Governance Committee Chair

 5/24/2016

Technology Manager



Budget Manager

Exhibit A

Title	Role	Term
Assistant City Manager	Chair	2016 thru 2018
Finance Director	Voting Member	2016 thru 2018
Energy Res. Director	Voting Member	2016 thru 2018
Fire Chief	Voting Member	2016 thru 2018
Police Chief	Voting Member	2016 thru 2018
PWWR Director	Voting Member	2016 thru 2018
Parks & Rec. Director	Voting Member	2016 thru 2018
PIO	Voting Member	2016 thru 2018
Technology Manager	Consultant/Best Practices	Indefinite

* The above group will serve for a period of three (3) years.

Title	Role	Term
Assistant City Manager	Chair	2019 thru 2020
Human Relations Director	Voting Member	2019 thru 2020
Engineering Director	Voting Member	2019 thru 2020
Fire Chief	Voting Member	2019 thru 2020
Human Resources Director	Voting Member	2019 thru 2020
PWWR Director	Voting Member	2019 thru 2020
Planning Director	Voting Member	2019 thru 2020
City Clerk	Voting Member	2019 thru 2020
Technology Manager	Consultant/Best Practices	Indefinite

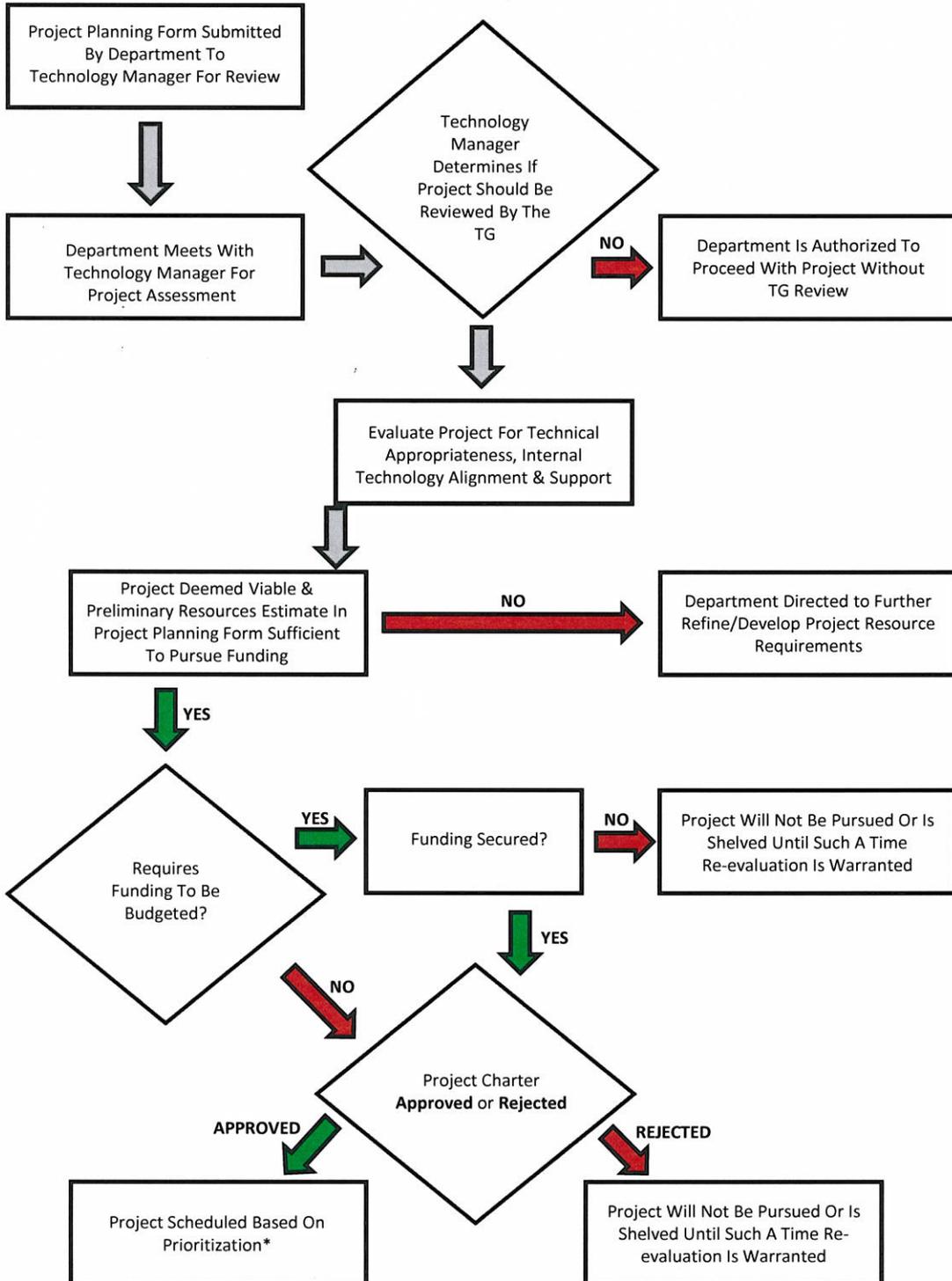
* The above group will serve for a period of two (2) years.

Title	Role	Term
Assistant City Manager	Chair	2021 thru 2022
Finance Director	Voting Member	2021 thru 2022
Energy Res. Director	Voting Member	2021 thru 2022
Parks & Rec. Director	Voting Member	2021 thru 2022
Police Chief	Voting Member	2021 thru 2022
Planning Director	Voting Member	2021 thru 2022
Downtown Development Manager	Voting Member	2021 thru 2022
PIO	Voting Member	2021 thru 2022
Technology Manager	Consultant/Best Practices	Indefinite

* The above group will serve for a period of two (2) years.

Exhibit B

Technology Project Approval Process



*Prioritization based on factors outlined in the Technology Governance Charter

Technology Project Planning Submission Form

INTRODUCTION

This document will provide information about the purpose of the project planning submission form and guidelines for completing and submitting the form.

PURPOSE

The project planning submission form is used to initiate the planning process for technology related projects at the City of Rocky Mount. The objective of this process is to formalize the steps by which new Technology related projects are initiated. Only those projects that warrant investment will be undertaken and executed.

FORM COMPLETION

A project planning form may be submitted by any employee of the City Departments with approval from their Department Head.

- Forms should provide enough information to establish a good understanding of what the project is and why it needs to be done.
- Depending on the project, additional detailed information may be requested.

FORM SUBMISSION

Forms should be submitted in the manner outlined on the Project Planning Submission Form. Once a form has been received, the requestor will be notified by email and the form will then begin the workflow process.

Once enough information is collected and reviewed as documented, the request will be approved, denied or deferred. The requester will then be notified of the outcome.

Questions about specific information required on the form should be directed to the Technology Manager.

TECHNOLOGY PROJECT PLANNING SUBMISSION FORM

Date:

Department:

Submitted by:

Project title:

Phone:

Date required:

Email:

Project type:

Strategic – project aligns with or meets one or more Strategic goals of the City

Enhancement – an upgrade or improvement to an existing application/system

Regulatory – mandated by federal, state, or regulatory office

If regulatory, enter the date to be completed

What is the projected timeline of the project?

What is the approximate cost of the project (including hardware, training, conversion, integration, etc.)?

Has the cost been approved and is it in the current year's budget?

What other Departments are involved and have they been contacted regarding this project?

Is this a new application or is this replacing an existing application? If replacing, which one?

Is any funding coming from grant funds?

Department Head's approval

Signature

Date

Technology Manager's approval:

Signature

Date

Department project?

Submitted to TG?

Brief description of the project *(Explain what the project is and what needs to be done):*

[Grey rectangular area for project description]

Why should this project be done? *(Explain what the project is expected to achieve, its benefits, and any cost savings):*

[Grey rectangular area for justification]

Is there a Project Dependence? *(Does this project require some other component or system to be involved, and if yes, which other systems are/will be impacted?):*

[Grey rectangular area for project dependence]

Technology Governance Chair/Co-Chair approval:

Signature

Date