## Document History

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## Approvals

The signatories below have authority to approve the Information Technology Governance Process.

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1 Introduction to Information Technology Governance

The goal of Technology Governance is to ensure that a balanced mix of City of Chesapeake technology investments is aligned with strategic and cross-functional business objectives. Governance activities are targeted at understanding the issues and strategic importance of IT, enabling the enterprise to sustain its operations, and implementing the strategies required to advance IT in response to future needs of the City. Governance practices aim at ensuring that the expectations for IT are met and IT risks are mitigated.

The two main components of governance are:

1. The creation of decision-making mechanisms, whether committees, review boards, or written policies
2. The assignment of decision-making authority and accountability

Information Technology Governance drives decisions in three main areas:

1. IT strategy
2. IT project investments
3. IT architecture

The decision making structure for the City Governance include the following entities:

- The Architectural Design Team (ADT)
- The IT Steering Committee
- The Investment Committee
- The City’s Executive Office

Acting in a supporting role to the above entities are the following:

- IT Project Management Office (PMO)
- IT Program/Application Change Management
- Individual project implementation teams

This governance process is focused on a broad perspective referred to as “enterprise architecture”, which is a City-wide framework used to incorporate business processes, information flows, applications and infrastructure in support of City goals as identified by the City Council of Chesapeake.

Some of the many benefits expected from effectively and consistently following a governance process include:

- Facilitate executive decision making and aid in IT strategic planning
• Aid in project and portfolio management, thereby ensuring focused use of City resources in support of strategic goals
• Ensure compliance with City standards
• Ensure capacity planning and IT resource utilization requirements are addressed
• Create a centralized source from which to see all existing IT assets, initiatives, and potential investment opportunities
• Increase interoperability among and across City IT applications
• Improve ability to share data and services between City systems
• Provide visibility regarding potential reuse of existing applications

2 Integrated Governance Processes

Information Technology Governance encompasses the three enterprise processes illustrated in Figure 1.

2.1 Enterprise Strategic and Operational Planning

The Information Technology Governance process starts with establishing IT objectives from both a strategic and operational perspective. From there, priorities are set to ensure that the required IT assets are available and that new project initiatives are aligned with the direction of the City.

Within this process and approach, City Executive and IT Management focuses on:

• Aligning IT strategy with a well-defined business strategy that is supported by clearly documented business processes
• Ensuring that IT delivers against the strategy through clearly defined expectations and measurement
• Directing IT strategy to balance investments between systems that support the enterprise as-is, as well as transform IT capabilities to enable the business to grow and support new programs and/or directives
• Making deliberate decisions about the focus of IT resources, including personnel, contracted services, hardware and software assets

The primary outcome of the Enterprise Strategic and Operational Planning process is the establishment of an IT Asset Portfolio and IT Project Portfolio that supports the City’s goals.

2.1.1 IT Asset Portfolio
The IT Asset Portfolio focuses on current operations. Two categories of assets are included in this portfolio: hard assets and soft assets. Hard assets are the physical items of value, such as hardware, computing facilities, production applications and tools, and personnel. Soft assets include items such as data, services, applications, capabilities, knowledge and skills.

Management of these assets involves maximizing efficiency and effectiveness of daily utilization. Many of the hard assets have a finite lifespan. Therefore, another responsibility of managing the IT Asset Portfolio is to properly retire assets that have reached the end of their useful life. Within the IT Asset Portfolio, it is also important to identify areas that require operational improvement. Deficiencies or sub-optimization of existing assets are identified and incremental improvement strategies are developed.

2.1.2 IT Project Portfolio and Project Prioritization
The IT Project Portfolio is focused on transforming the business to its desired future state based on the City’s strategic direction and operational improvement needs.

A standardized process for approving and prioritizing potential projects within the City’s IT Project Portfolio will be executed under the direction of the Architectural Design Team (ADT), IT Steering Committee, Investment Committee, and the Executive Office. The ADT will ensure the project is in compliance with City technology standards. The IT Steering Committee considers the recommendation of the ADT regarding technical compliance and makes a determination of suitability of a project based on strategic alignment, feasibility, and resource investment. The Investment Committee focuses on securing funding sources. Figure 2 provides an overview of four governance decision points that are used to determine the IT Project Portfolio mix.
There are two key players both of which can be the same individual: the Project Sponsor typically a Department Head and the Business Unit Project Initiator. No project will go forward without a Project Sponsor. Project concepts are to be initially documented by the Project Sponsor on a Request For Services (RFS) form available on CityNet. The RFS is used to capture at a high level the purpose and objectives of the project, the anticipated deliverables, and any out-of-scope areas, as well as identify possible funding sources. The
Business Unit Project Initiator notifies the Project Management Office (PMO) of a “pending” project. Some additional tools, forms, and templates are as follows:

1. The ADT Compliance Review explains the ADT review process
2. The “ADT_Preliminary_Checklist” covers some preliminary issues and attempts to remind you of additional cost factors that might not have been considered up to this point in time
3. The “Steering Committee - Project Proposal Checklist” use of which should help you prepare for a Steering Committee presentation.
4. “Project Proposal Guide” use of which will help you focus on the business process, requirements, strategic alignment issues, Total Cost of Ownership, business case, feasibility study (if needed) among others.
5. The “Investment Committee - Project Proposal Checklist” use of which should help you prepare for an Investment Committee presentation. Additionally, it will help you delve more deeply into the financials for projected Net Present Value (NPV), Internal Rate of Return (IRR), Return on Investment (ROI), Cash Flows among others.
6. The Request for Proposal (RFP) or Request for Information (RFI) are familiar and standard vehicles in use today.
7. The Statement of Work (SOW) is a familiar and standard vehicle in use today.
8. The “ADT_Compliance_Checklist” to help ensure compliance with City IT technology standards as specified in the “CoC_Technology_Standards” document

These documents and others are available to assist the Business Unit Project Initiator and Project Sponsor in thinking through, capturing, and communicating the value and feasibility of the project being proposed. The IT contact is available to provide guidance in the use of these tools and templates and will assist the Project Sponsor (Sponsor) and Business Unit Project Initiator (Initiator) as needed.

Having completed the Request for Services (RFS) and become familiar with the ADT Compliance Review process in (1) above the Sponsor and the Initiator then complete item (2) the ADT Preliminary Checklist and submits it to the ADT as an alert that an ADT Compliance Checklist is likely to follow.

The “Steering Committee - Project Proposal Checklist” and “Investment Committee - Project Proposal Checklist” are completed by the Sponsor and Initiator with what is known about the project to-date and provides a set of evaluation criteria from which the project can be assessed in terms of alignment with the City’s strategy, customer needs, directives and mandates, business practices, anticipated risks, system requirements, and resource / cost requirements. System objectives and business requirements are further defined, and alternative approaches to satisfy the requirements are outlined in the included business case.

The Request for Proposal (RFP) and Statement of Work (SOW) are familiar documents within the City and are completed at this time.

Finally, the ADT Compliance Checklist is completed using the above mentioned documents and helps to serve as the last preparation before formal presentations begin. If the Project
Sponsor agrees with the project as described in these documents and would like to move the project forward for further evaluation and consideration, the next step is Approval Process #1 and is the first of four required approvals in the governance process. The project is presented to the Architectural Design Team (ADT) by the Project Sponsor and the Project Initiator. Upon completion and review the ADT makes a recommendation to the Chief Information Officer (CIO) who then determines the appropriateness of submission to the Steering Committee. The Project Sponsor and Business Unit Project Initiator appear before the Steering Committee to address any member questions regarding the project. Upon review of the presented information, the Steering Committee determines whether or not it is reasonable to proceed to the Investment Committee and prepares to re-prioritize the project portfolio and assign resources to do the necessary project planning based on:

- the recommended project implementation approach and IT support of the City’s goals and objectives
- the City’s ability to successfully execute the new project once the Project Portfolio has been reviewed and reprioritized accordingly

This presentation to the I. T. Steering Committee is Process Approval #2 and is the second of four approvals in the project approval process at the executive management level.

Upon receiving approval from the Steering Committee the Project Sponsor and Business Unit Project Initiator proceed to the Investment Committee to ensure there is adequate funding and if not present the case for securing approval for funding. This presentation may be aided by preliminary quotes from prospective vendors and documents previously developed and mentioned above. This presentation to the Investment Committee is Process Approval #3 and the third of four approvals in the project approval process.

Upon receiving approval by the Investment Committee the Project Sponsor seeks the City Manager’s approval where the project is reviewed in light of the goals and objectives of the City Council among other considerations. Upon receiving approval the Business Unit Project Initiator informs the PMO to change the status of the project from “pending” to “active”. This presentation to the City Manager is Process Approval #4 and is the last approval needed before submitting Request for Proposal (RFP) if required to Procurement or any follow up actions to obtain the desired technology.

Bear in mind a “GO/NO GO” decision is made at each of the four Process Approvals. If the project receives the approvals, the project is formally included in the Project Portfolio, the Portfolio is adjusted by the CIO, and resources obtained to accommodate the effort. At this point Governance transfers to the Business Unit Project Initiator and a designated Project Manager falling under the umbrella of Enterprise IT Project Management.

However, on an ongoing basis, dynamic adjustment of the project portfolio mix is essential. There must be a disciplined, repeatable process by which a project idea develops into a proposal that is then evaluated, approved, prioritized, and initiated. Conversely, discipline is needed to properly terminate projects when appropriate. Information is provided to the
various committees via the PMO Project Portal, regarding the status of projects within the portfolio. This information along with new project proposal submissions is used to prioritize projects and adjust the project portfolio as required.

2.2 Enterprise IT Project Management

While the prior process is focused on execution at the portfolio level, the Project Management Office (PMO) focuses on execution at the individual project level. Consistent, effective use of the PMO is essential to a high performing IT Project Portfolio. The PMO tracks the project status from "pending" through "completion" and close out.

2.3 Enterprise Architecture

The Enterprise Architecture process involves establishing and ensuring compliance with the City of Chesapeake’s technical standards to improve the City's ability to serve customers, use assets efficiently, and promote best practices.

Within the City, architecture compliance is driven by the ADT. Technology projects are typically categorized into two types of projects; Software Development projects and Commercial Off-the-Shelf (COTS) projects which can be hosted in-house or offsite.

The ADT chair and technical support team is an internal Department of Information Technology body that reviews and approves technical tools used by the City in support of the City's infrastructure, again ensuring technical architecture compliance and the ability to leverage tools across the infrastructure.

Figure 3 below illustrates an overview of the City’s architecture review and governance decision points (i.e. ADT Approval to Proceed). Additional details on the ADT process can be found on CityNet under Department of Information Technology (quick links) – ADT documents.
System requirements, definitions, general system design etc. are documented in a Request For Proposal (RFP), Statement of Work (SOW), and ADT checklists created by the Business Unit Project Initiator with help from the IT contact and submitted to the ADT. After a Software Development project has been approved by the ADT and the appropriate project scoping and planning has occurred, the project then moves on to the sphere of project governance at the executive level whereby the project is prioritized by the CIO within the IT Steering Committee and funding examined by the Investment Committee.

The first ADT decision point occurs following the completion of the Preliminary Checklist and serves as a reminder of what needs to be considered by the Business Unit Project Initiator. The second ADT decision point occurs after the ADT Compliance Checklist is completed. The recommended design is evaluated via the ADT check lists and the ADT determines whether or not the design conforms to the City’s standards. The ADT then makes a recommendation to the CIO.
3 City Governance Roles and Responsibilities

The City Information Technology Governance structure consists of the organizational components show below in figure 4

![Figure 4: Technology Governance Structure](image)

This structure provides the foundation to consistently initiate, prioritize and align IT assets and projects across the entire City. The goal of this structured governance approach is to strategically evaluate the City’s projects in the following areas:

- The cost to undertake a project (both internal resources and external procurements)
- The risk involved in the project
- The expected business value or return
- Alignment with stated City Council priorities
- The alignment of project initiatives with the City’s technical standards.

This process will enable the enterprise to coordinate, analyze, report on, and support its various projects with the appropriate tools, techniques, training and guidance. Articulating the status of projects (in terms of scope, time, cost and resources), the inter-relationships between projects, and the impacts of one project on another provides City management critical information necessary to consistently obtain superior business results.

Specific roles and responsibilities for City Executive Management, the Architectural Design Team (ADT), the I.T. Steering Committee, the Investment Committee, and individual project implementation teams are describe below.

3.1 Roles and Responsibilities

The City’s Information Technology Governance model consists of five layers of accountability.

These accountability layers are:

1. Executive Management
2. The Investment Committee chaired by the Budget Director and members consisting of the three Deputy City Managers, Assistant to the City Manager, Chief Information Officer, Director of Finance, Director of Human Resources.
3. The I.T. Steering Committee chaired by the Chief Information Officer (CIO) and members consisting of the Director of Public Works, Director of Development and Permits, Procurement Administrator, Public Safety, Director of Public Utilities,
Treasurer, Commissioner of Revenue, and Director of Planning. Depending upon the type of projects under consideration some members may serve on a rotating basis.

4. Architectural Design Team (ADT)
5. The I.T. Project Management Office (PMO) which is comprised of a PMO manager; business analysts and administrative staff support as required
6. Individual project governance with project sponsors and project managers on each project.

3.1.1 Executive Management
Executive Management is responsible for establishing the strategic direction of the City and identifying required operational improvements to drive the City’s technology investments and resultant assets. Department heads are represented in the I.T. Steering Committee and Investment Committee with the process culminating in the approval by the City Manager.

3.1.2 Investment Committee
The Investment Committee is charged with ensuring the funds are available for the projects that are presented to the committee.

The goals of the committee are:
- Ensure the project costs are adequately funded based on the material presented
- Determine whether or not funds to be used are for a single year or a multi-year commitment and if City guidelines for those types of expenditures have been properly addressed
- Determine if the project’s most compelling reason for going forward with this investment is more compelling than retiring an equal dollar amount of existing City debt. While this is not practically feasible to do so given an existing trustee relationship regarding municipal debt financing, the question needs to be asked.

The Investment Committee is shown below:
The Investment Committee is driven by its Charter and ByLaws; these documents are included as Attachment “C” and “D”.

The specific responsibilities of the Investment Committee are:

- Ensure funds are available and in the proper account(s) to facilitate the necessary purchases of the project for the initial year of purchase and recurring costs for out years.
- Identify the proper account(s) where all revenue generated by the project will be reflected.

### 3.1.3 I.T. Steering Committee

The I.T. Steering Committee is responsible for establishing the IT Project Portfolio and monitoring project activities across the entire portfolio of City I.T. projects. The committee will make strategic decisions as to which projects are undertaken by City I.T. staff. The committee consists of a subset of City Executives and I.T. management.

The goals of the committee are:

- Determine if the project fits the City’s future direction for information technology
- Ensure the use of existing systems has been adequately considered whenever possible to accomplish the same thing as the project under consideration
- Determine if other systems or business processes will be impacted
- Reprioritize the project portfolio as needed
- Ensure resources are available to support the project and if not identify additional resource alternatives
- Ensure compliance with strategic goals and objectives,

The I.T. Steering Committee is shown below:

![I.T. Steering Committee Diagram](image)

The I.T. Steering Committee is driven by its Charter and ByLaws; these documents are included as Attachment “A” and “B”.

The City’s I.T. Steering Committee is charged with achieving and maintaining a global view of the entire portfolio of City IT projects that fall within certain thresholds. Criteria for projects that must be brought to the attention of the I.T. Steering Committee are:
• Projects considered to have sufficient enterprise impact
• Projects over $100,000 in costs
• Projects that support newly mandated policies and processes

Specific roles and responsibilities of the I.T. Steering Committee are to:

• Review and approve Project Requests based on the project evaluation criteria,
• Create and maintain an optimal portfolio of projects at all times based on the criteria determined as most important for the City,
• Monitor the completion of major City I.T. projects to assure that projects are completed on time and within budget,
• Resolve major project issues that require a higher level of attention

3.1.4 Architectural Design Team (ADT)
The ADT is charged with achieving and maintaining the technical standards on all IT assets and new projects that fall within a certain threshold. Currently, the criteria for projects that must be brought to the attention of the ADT are as follows:

• The system is estimated to require more than 160 person hours work effort
• The hard cost (external cost) of the system is expected to exceed $5,000
• The proposed technology components of the system are expected to be non-compliant with the City’s standards
• The proposed technology components of the system consist of technologies that are new to the City’s I.T. environment
• Any new system that is being implemented to support a new program, mandate and/or business process
• Any system that is a new or major release and/or requires a formal training effort prior to being promoted to production
• The proposed system crosses over more then one Program Office and/or Agency
• A vendor change is being considered

The goals of the ADT are to:

• Identify problems early in the project lifecycle to reduce the cost and risk of changes required later
• Ensure compliance with City I.T. standards
• Identify opportunities for use of shared services
• Increase interoperability among and across City IT applications
• Improve ability to share data among City systems
• Document strategies for collaboration and resource sharing
• Communicate the status of technical readiness of the project to management
• Identify and communicate significant architectural gaps
• Provide input to executive management team for decision making
• Improve continuity of operations
• Improve capacity planning and IT resource utilization
The specific responsibilities of the ADT are to:

- Facilitate the architecture review process
- Review each application to ensure compliance with City technical standards
- Ensure that capacity requirements for new applications are identified early in the project lifecycle,
- Provide alternative ideas and advice to bring non-compliant areas into alignment with the defined standards
- Identify cross project leverage point opportunities
- Deny, approve and/or escalate exceptions to the technical standards
- Review and establish new standards as appropriate
- Provide architecture recommendations to the City’s CIO.

3.1.5 Direct the PMO in response to any project conflicts, issues or decisions that cannot be resolved by the PMO Project Management Office

The PMO acts as the liaison between the I.T. Steering Committee, the initiating program office and individual project managers. The PMO follows standard processes and guidelines to maintain a portfolio of City projects and to evaluate project requests submitted by program offices. Specific roles and responsibilities of the PMO are to:

1. Monitors the entire City IT Project Portfolio
2. Develops an initial high level diagram for the project to be included in the Project Proposal when the request contains an IT component
3. Advise and counsel project managers as needed
4. Monitor projects as directed by the I.T. Steering Committee
5. Ensure standard processes and methodologies are adhered to in the management of projects
6. Manage and monitor the process if the project is required to be submitted through this process (e.g. greater than $100,000 or considered to have sufficient enterprise impact)
7. Communicate project approvals or rejections to project requestors
8. Review individual project status reports and compile reports on selected projects for the IT Steering Committee
9. Escalate urgent situations as needed to the I.T. Steering Committee via the CIO outside of the regularly scheduled meetings
10. Advise individual project managers on project conflicts or issues
11. Ensure project managers follow City guidelines and processes for managing projects
12. Assist the Business Unit Project Initiator and Project Sponsor with preparing the project request
13. Assist the project sponsor and project initiator with preparing supporting materials and recommendation
14. Facilitate Project Review Process
15. Schedule and Coordinate I.T. Steering Committee review process
16. Support the IT Steering Committee meetings
17. Seeks to provide executive-level reporting at the project portfolio level including IT Spend Reporting on the PMO Portal on Citynet

3.1.6 Individual Project Governance

The City Information Technology Governance model encompasses a number of clearly focused roles for the individual project teams, each with a unique set of responsibilities. These roles may or may not be assigned to unique individuals. Depending on the size and complexity of the project, multiple roles may be vested in individuals. For larger projects, there may be a team of individuals participating in implementing each of the roles. On smaller projects, individuals may implement each role or even several roles.

The project implementation team’s goal is to drive the critical decisions necessary to produce the right product, at the right time within the resource constraints for the project. The project implementation team is responsible for clarifying the business case, identifying detailed project requirements, and integrating the efforts of each of the other governance teams.

At a minimum, the project implementation team should consist of:

- Project sponsor
- Project manager (PM)
- Subject matter expert (SME) for each Program Office participating in the project
- Technical resources
- Others as appropriate

The project sponsor is the management level champion for the business unit that requested the project. Specific responsibilities of a project sponsor are to:

- Provide a clear definition of the overall goals and objectives for the project
- Articulate the business case or rationale for why the change is needed
- Communicate strong ownership of and personal commitment to the project
- Provide constant motivation to change current operations
- Invest effort to build broad support for the project
- Commit the business / program resources necessary to achieve the objectives of the project
- Provide direction in conjunction with the executive team
- Set priorities and resolve conflicts
- Approve and sign off on project deliverables such as requirements and design documents

The Project Manager (PM) is the key resource in the management of individual projects. The PM has the following responsibilities within The Information Technology Governance process:
• Managing project scope
• Developing a detailed project plan that breaks the work down to manageable levels
• Verifying that the work is complete as specified in the project plan
• Integrating the efforts of all project teams/roles
• Managing project risks by:
  ○ Determining which risks may impact the project and the likelihood of the risk occurring,
  ○ Determining which potential risks warrant a mitigation plan and developing the plan, and
  ○ Responding aggressively to risks which occur over the course of the project.
• Managing project costs by:
  ○ Monitoring project budget during the project, and
  ○ Controlling changes to the project budget.
• Coordinating project procurement by,
  ○ Reviewing procurement responses and facilitating the evaluation process,
  ○ Facilitating contract negotiations, and
  ○ Administering the contract with the vendor.
• Planning, scheduling and monitoring project work
• Coordinating project resources
• Managing project communications
• Ensuring quality project results, timelines and deliverables by:
  ○ Determining quality standards for the project,
  ○ Monitoring adherence to quality standards,
  ○ Taking immediate corrective action if standards are not met.
• Ensuring that all elements of the project are properly integrated with one another.
• Ensuring that the project team follows City technical, policy, business and quality standards and procedures.
• Issuing and negotiating change orders to the initial project scope, contract and/or requirements.

4 Supporting Governance Documents and Templates

The Information Technology Governance process:

ADT

1. Preliminary Compliance Checklist (Completed by sponsor)
2. Compliance Checklist (Completed by sponsor)
3. Standardized Request for Proposal (RFP) and standardized Statement of Work (SOW) – (see Procurement completed by sponsor)
**IT Steering Committee**

1. Steering Committee – Project Proposal Checklist *(Completed by sponsor)*
2. ADT Recommendation *(Completed by ADT and CIO)*
3. Investment Dashboard *(Completed by sponsor and scored by Committee)*
4. Alignment and scoring *(Completed by sponsor and scored by Committee)*
5. Hype Cycle Chart Estimation *(Completed by sponsor and scored by Committee)*
6. Steering Committee Score Card *(Completed by Sponsor and PMO)*
7. Project Portfolio View *(Completed by PMO for Committee only)*

**Investment Committee**

1. Investment Dashboard *(From previous Committee submission)*
2. Investment Committee – Project Proposal Checklist *(Completed by Sponsor)*
3. Project Investment Proposal Analysis *(Completed by Sponsor)*
NOTES:

What is Enterprise Architecture?
- A clearly defined relationship depicting how the business architecture (business processes) and the system architecture (supporting IT structure) interrelate and change as new events occur.
- An overall plan for designing, implementing and maintaining the infrastructure to support the Enterprise business functions and underlying networks and systems.
- It is actionable and builds a roadmap to get there . . . a plan of record.

Benefits
- Optimize resources – technology, people and processes
- Increase business interoperability between various internal and external partners
- Improve business agility to support dynamic change
- Drives re-usability of architecture models and best practices
- Streamline informed decision making
- Standardize IT for cost effective delivery of government services
- Eliminate duplication and redundancy and reduce Total Cost of Ownership
- Improve delivery of training and business services

Guiding principles
- Champion the vision of standards of excellence in IT Governance
- Address the challenge to create more efficiencies with less cost
- Partner in the development of business and technology standards, policies and solutions for City Enterprise resources
- Governance through prioritized investment
- Leverage existing IT resources and knowledge
- Ensure business requirements drive technology solutions
5 City IT Steering Committee Charter

APPROVALS:

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HISTORY

Provides a list of approved changes made to the original Charter of the City IT Steering Committee, including dates that the changes were made, individuals responsible for changes and specific details of changes.

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1. PURPOSE OF THE CITY IT STEERING COMMITTEE
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1. PURPOSE OF THE City IT Steering Committee
   1.1. The purpose of this Charter is to formally establish the City IT Steering Committee (the Committee) within the City. The Committee oversees the Information Technology investment for the City. Members of the Committee are incorporated by position within
the City and are accountable to the City, as the case may be. The City through the City Manager maintains budgetary authority with respect to decisions made by the Committee.

1.2. The Committee provides leadership for IT operations through strategic planning and alignment that integrate Public Works, Public Utilities, Public Safety, Finance, among others regarding objectives, IT principles, IT investment, project management and functional capability to maximize coordination of all project activities. To accomplish this, the Committee will guide the City Strategic Plan to ensure that all IT projects, initiatives and related activities are coordinated and integrated with the overall City business strategy.

1.3. The Committee will prioritize IT investment and resource initiatives and resolve resource allocation issues based on Project Prioritization. The Committee will ensure that all IT projects have gone through a cost-benefit analysis with a return on investment (ROI) that is validated post-implementation.

1.4. The Committee will ensure that all IT projects meet the legislative and regulatory mandates of their program area in the most cost effective manner possible through business process analysis and where feasible business process reengineering and/or adjustments post-implementation. (In the event that existing mandates change or new mandates are issued during a project lifecycle, the program areas are charged with bringing those requirements to the attention of the Committee so that the impact upon the agency may be assessed).

1.5. The Committee will ensure that all IT projects have an executive sponsor and a project manager that are responsible for the project’s scope and budget. The Committee will maintain oversight of all project managers through the City Project Management Office. The City may recommend to the City Manager, the termination of any project that is not meeting its projected goals.

1.6. The Committee will review funding for all IT projects prior to project initiation. The Committee, through the City Project Management Office, will monitor the project team activities to ensure that the project team keeps the IT project within the budget for each of its budgeted years.

1.7. The Committee will continue to develop IT investment principles, processes and procedures that will clarify the Board’s mission and will ensure the ongoing consistency of IT projects, initiatives and activities.

2. GOVERNANCE

2.1. NAME

City IT Steering Committee

2.2. Voting Members of the Committee

<table>
<thead>
<tr>
<th>Title</th>
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<tbody>
<tr>
<td>Chief Information Officer - Chair</td>
</tr>
<tr>
<td>Director Public Works</td>
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<td>Director Development and Permits</td>
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2.3. Non-Voting Members of the Committee

<table>
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3. ADMINISTRATION

3.1. Staffing

   The City Project Management Office will provide staff support for the Committee.

3.2. Communication

   The City Project Management Office staff will maintain an up-to-date list of all IT projects.
6 City IT Steering Committee

The City IT Steering Committee is an oversight body within the City, responsible for the approval, prioritization and risk management of IT projects across the City-enterprise.

6.1.1 BYLAWS of the City IT Steering Committee

ARTICLE I - ORGANIZATION

Section 1. The name of this organization shall be the City IT Steering Committee (the Committee).

Section 2. By a vote of the membership body, the City IT Steering Committee may change its name.

ARTICLE II - PURPOSES

The following are the purposes for which this Committee has been organized:

Section 1. The Committee oversees the information technology investment for the City.

Section 2. The Committee provides leadership for IT operations through strategic planning and alignment that integrates City objectives, IT investment, IT principles, project management and functional capability to maximize cross-program coordination of all project and business process actions and activities. To accomplish this, the Committee will guide the City IT Strategic Plan to ensure that all projects, initiatives and related activities are identified, documented, coordinated and integrated with the overall City business strategy.

Section 3. The Committee will recognize, prioritize and support IT investment and resource initiatives and resolve resource allocation issues based on a process utilizing objective project prioritization. The City will have final authority over all IT decision-making, including budgetary issues.

Section 4. The Committee may recommend to the City Manager, the termination of any project that is not meeting the strategic goals and objectives of the City.

Section 5. The Committee will ensure accurate, complete, timely and effective communications and promote collaborative planning between various stakeholders and impacted functions and processes.
ARTICLE III - MEMBERSHIP

Section 1. Members are incorporated by position within the City, and are accountable to the City Manager. Voting members include:

Chief Information Officer - Chair
Commissioner of the Revenue
Director Development and Permits
Director Planning
Procurement Administrator
Director Public Utilities
Director Public Works
Public Safety
Treasurer

Section 2. The Chief Information Officer shall serve as Chairperson of the Committee. In his/her absence, the Assistant Director of Information Technology will alternatively Chair the meeting.

Section 3. The following are non-voting members of the Board:

<List by title>

Section 4. The following are Committee Advisors:

<List by title>
ARTICLE IV – MEETINGS

Section 1. The presence of not less than four (4) of the voting members shall constitute a quorum and shall be necessary to conduct the business of this Committee; however, a quorum is not necessary to move to reconvene a meeting within a period of not more than seven (7) days. A quorum as herein set forth shall be required at any adjourned meeting, unless the meeting is being reconvened due to the lack of a quorum as set forth above.

Section 2. Regular meetings of this organization shall be held during the months of April/May; July/August; and November/December. Agendas will be provided to the Committee members (voting and non-voting) at least seven (7) days in advance of the meeting.

Section 3. The Chief Information Officer (CIO) may call special meetings of the Committee when he/she deems it is in the best interest of the organization. When this occurs, the meeting appointment shall state the reasons that such meeting has been called, the business to be transacted at such meeting, and who requested it. No other business but that specified in the notice may be transacted at such special meeting without the unanimous consent of all members present at such meeting.
ARTICLE V – VOTING MEMBERS

Section 1. At all meetings, all procedural votes shall be by voice; project approval / disapproval related voting will take place using nominal group technique or multi-voting. Voting processes, other than procedural voice votes, will be facilitated by the Committee Facilitator to ensure compliance with industry best practice voting standards. A simple majority of those voting members present is required to approve or reject any procedural issue before the Committee. From time to time, on procedural issues requiring urgent attention, it may be necessary to conduct a virtual review of IT project related materials or to conduct an electronic (e-mail) vote. These situations should be limited and documented.

Section 2. Voting members of the Committee may choose to delegate, by proxy, their vote to another Committee member or to a Director from their Deputate or Office, if / when they cannot attend a meeting. Such delegations should be done by notifying the Committee Chair in writing at least 24 hours prior to the meeting.

ARTICLE VI – NON-VOTING MEMBERS

Section 1. Members not serving as voting Committee members may be represented at all meetings by a designee. Representation may not be delegated below the level of Business Unit Manager reporting directly to a department head.

Section 2. As it relates to the general discussion of proposed projects, the Information Technology Department may be represented by any designee appointed by the Chief Information Officer (CIO) at Committee meetings.

ARTICLE VII - AMENDMENTS

These Bylaws may be altered, amended, repealed or added to by an affirmative vote of not less than four of the members.
7 City Investment Committee Charter

APPROVALS:

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<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
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HISTORY

Provides a list of approved changes made to the original Charter of the City Investment Committee, including dates that the changes were made, individuals responsible for changes and specific details of changes.

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Author</th>
<th>Status</th>
<th>Revision Description</th>
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TABLE OF CONTENTS

1. PURPOSE OF THE CITY INVESTMENT COMMITTEE
   2. GOVERNANCE
   3. ADMINISTRATION

1. PURPOSE OF THE City Investment Committee
   1.1. The purpose of this Charter is to formally establish The City Investment Committee (Investment Committee) within the City. The Investment Committee oversees among other things the Information Technology investment for the City. Members of the Investment Committee are incorporated by position within the City and are accountable to the City, as the case may be. The City through the City Manager
maintains budgetary authority with respect to decisions made by the Investment Committee.

1.2. The Investment Committee provides oversight for financial investments including IT investments by ensuring all projects that are presented to it and approved have appropriate funding both for initial purchase and recurring costs for a minimum of three (3) years and preferably five (5) years going forward. To accomplish this, the Investment Committee will review appropriate budgetary accounts for the presenting department.

2. GOVERNANCE

2.1. NAME

City Investment Committee

2.2. Voting Members of the Committee

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Budget Director - Chair</td>
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<td>Deputy City Manager</td>
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<td>Deputy City Manager</td>
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<td>Deputy City Manager</td>
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<tr>
<td>Deputy City Manager</td>
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<tr>
<td>Assistant to the City Manager</td>
</tr>
<tr>
<td>Chief Information Officer</td>
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<tr>
<td>Director Finance</td>
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<tr>
<td>Director Human Resources</td>
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</table>

3.3. Non-Voting Members of the Investment Committee

4. ADMINISTRATION

4.1. Staffing

The City Project Management Office will provide staff support for the Investment Committee.
4.2. Communication

The City Project Management Office staff will maintain an up-to-date list of all IT projects.
8 City Investment Committee

The City Investment Committee is an oversight body within the City, responsible for the approval of projects based upon the availability of funds.

8.1.1 BYLAWS of the City Investment Committee

ARTICLE I - ORGANIZATION

Section 1. The name of this organization shall be the City Investment Committee (the Investment Committee).

Section 2. By a vote of the membership body, the City Investment Committee may change its name.

ARTICLE II - PURPOSES

The following are the purposes for which this Committee has been organized:

Section 1. The Investment Committee oversees project investment for the City among them are IT projects.

Section 2. The Investment Committee provides leadership through financial analysis of projects brought before it and ensures financial resources have been appropriately identified and are aligned with stated City objectives.

Section 3. The Investment Committee will recognize and ensure all project investments including IT technology investments have been properly recorded and identified in the City’s financial systems. The City will have final authority over all decision-making, including budgetary issues.

Section 4. The Investment Committee may recommend to the City Manager, the termination of any project that is not meeting the strategic goals and objectives of the City.

Section 5. The Investment Committee will ensure accurate, complete, timely and effective communications and promote collaborative financial planning between various stakeholders where appropriate.

ARTICLE III - MEMBERSHIP
Section 1. Members are incorporated by position within the City, and are accountable to the City Manager. Voting members include:

- Budget Director - Chair
- Deputy City Manager
- Deputy City Manager
- Deputy City Manager
- Assistant to the City Manager
- Chief Information Officer
- Director Finance
- Director Human Resources

Section 2. The Budget Director shall serve as Chairperson of the Investment Committee. In his/her absence, the assistant budget director will alternatively Chair the meeting.

Section 3. The following are non-voting members of the Board:

List by title

Section 4. The following are Investment Committee Advisors:

List by title

ARTICLE IV – MEETINGS
Section 1. The presence of not less than four (4) of the voting members shall constitute a quorum and shall be necessary to conduct the business of this Committee; however, a quorum is not necessary to move to reconvene a meeting within a period of not more than seven (7) days. A quorum as herein set forth shall be required at any adjourned meeting, unless the meeting is being reconvened due to the lack of a quorum as set forth above.

Section 2. Regular meetings of this organization shall be held during the months of September through November. Agendas will be provided to the Investment Committee members (voting and non-voting) at least seven (7) days in advance of the meeting.

Section 3. The Budget Director may call special meetings of the Committee when he/she deems it is in the best interest of the organization. When this occurs, the meeting appointment shall state the reasons that such meeting has been called, the business to be transacted at such meeting, and who requested it. No other business but that specified in the notice may be transacted at such special meeting without the unanimous consent of all members present at such meeting.
ARTICLE V – VOTING MEMBERS

Section 1. At all meetings, all procedural votes shall be by voice; project approval / disapproval related voting will take place using nominal group technique or multi-voting. Voting processes, other than procedural voice votes, will be facilitated by the Investment Committee Facilitator to ensure compliance with industry best practice voting standards. A simple majority of those voting members present is required to approve or reject any procedural issue before the Investment Committee. From time to time, on procedural issues requiring urgent attention, it may be necessary to conduct a virtual review of IT project related materials or to conduct an electronic (e-mail) vote. These situations should be limited and documented.

Section 2. Voting members of the Investment Committee may choose to delegate, by proxy, their vote to another Committee member or to a Director from their Deputate or Office, if / when they cannot attend a meeting. Such delegations should be done by notifying the Investment Committee Chair in writing at least 24 hours prior to the meeting.

ARTICLE VI – NON-VOTING MEMBERS

Section 1. Members not serving as voting Investment Committee members may be represented at all meetings by a designee. Representation may not be delegated below the level of Business Unit manager reporting directly to a Department Head.

Section 2. As it relates to the general discussion of proposed projects, the Budget Department and the Information Technology Department may be represented by any designee appointed by the Budget Director and CIO respectively at Investment Committee meetings.

ARTICLE VII - AMENDMENTS

These Bylaws may be altered, amended, repealed or added to by an affirmative vote of not less than four of the members.