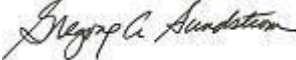


CITY OF GRAND RAPIDS

ADMINISTRATIVE POLICY

NUMBER: 15-05	DATE: July 31, 2015
REVISIONS:	
ISSUED BY: City Manager	SIGNED: 

SUBJECT: TECHNOLOGY COORDINATION GROUP

PURPOSE: To provide the City with coordinated oversight and prioritization of strategic investments in technology in order to optimize and standardize computer systems and related technology frameworks in order to optimize efficiencies and effectiveness and to minimize duplication and proliferation of unproductive applications.

This practice applies to all technology purchases or goods and services and the annual maintenance-service agreements that accompany such purchases.

POLICY:

1. TCG

A group shall be formed to provide the City with technology investment oversight. This group does not govern over the Technology and Change Management function, but supplements to review all City technology and solution framework strategic investments.

This group shall:

- Strive to limit the City investments in duplicative or redundant technologies. Recommend additional investments in a given functionality (e.g. inventory, RFID, AVL, etc.) only mission critical solutions.
- Understand all the technical strategies that have and will be initiated by the City.
- Review all investments that are corporate in nature (shared across departments) throughout the City – or may eventually become corporate, in order to support operational standards and a suite of standard operational software/technology frameworks citywide.
- Prioritize technology investments; understanding the operational dependencies', interface/integrations to assist the Technology and Change Management attend to the corporate priorities of the City.

The TCG shall be chaired by the Chief Financial Officer and orchestrated through the Technology and Change Management Director.

2. Coordination

The Technology and Change Management Director and Purchasing Director shall identify all such investments and bring them to the TCG for review.

What is brought for review of the TCG is not identified by procurement cost, but at the discretion of any member of the TCG; but generally, such reviews will be limited to acquisitions in excess of \$10,000.

3. Requests

Each request shall consider, but not be limited to:

- Software or Technology Need – describing the requirements needed
- Initial Investment Cost
- Existing Frameworks – considered and why they would not meet the requirements set forth
- Total Cost of Ownership – which shall include maintenance, support, and ongoing training to demonstrate that the investment either has a Return on Investment (ROI) and/or remains financially sustainable.
- Operational Management – which shall include plans for support and deployment and engagement.
- Technical Interfaces and Dependencies – on technology frameworks, including impact to technology infrastructure (network, internet, storage, etc.), data interfaces (financial systems, customer service systems, etc.).
- Operational Interfaces and Dependencies – on operational dependencies-impacts within the department, on Technology and Change Management, on Customer Service, and FMS operations.
- Potential for the investment to render previous investments obsolete. What should happen to the portion of the investment that has not been recovered through the user charge system.

4. Demarcation of Core Technologies

The TCG shall define and demark all technologies, systems, frameworks that are considered 'Core'. These core frameworks shall be published and serve to guide the City in where to leverage prior technology investments when seeking new or enhanced functionality.

- For example: The City's network and telephony systems are built on Cisco architecture. This core framework would guide any advancement in telecommunications to look into the Cisco suite of technologies, as interface/integration and support of such systems would be natural.
- Similarly, the City has adopted the Microsoft suite of tools for basic office frameworks; not just Office, but Office 365, SharePoint, SQL Server, Dynamics CRM, etc.
- Additionally, the City adoption of CGI ERP framework will deliver significant functionality but will be able to be leveraged to solve future software needs.
- Generally, it shall be advisable to add functionality with prior acquired software/frameworks rather than acquiring a new stand-alone software.

5. Support Strategies

Similar to the demarcation of Core technologies are those strategies used to deploy, engage, and support technology frameworks. The City leverages both on premise technology expertise and regional/national expertise. The TCG shall assure that there is a plan for continued support of the technology framework – either through remote Software as a Service (SaaS), remote management services, or on premise expertise to support, sustain, and advance the framework.

6. Review Process

Any strategy or technology investment brought to the TCG shall receive their approval before funding or procurement occurs. If the TCG does not recommend proceeding, that decision can be appealed to the City Manager for further consideration.

7. Other Considerations

In addition to the above, the TCG shall consider the following when reviewing requests:

- Any and all interfaces to the FMS/ERP must be approved by the Chief Financial Officer prior to selection-procurement of any software framework.
- Any technologies that will interface with banking or credit card processing must be approved by the City Treasurer prior to selection/procurement of any software framework.
- City must consider leveraging prior IT investments or a strategy for abandoning prior technology investment including full amortization, before a new request is considered.