

# MEMORANDUM

CITY OF GRAND RAPIDS

Date: June 29, 2015

To: TCG Group

From: Scott Buhref, CFO  
Paul Klimas, IT Director

**Subject: IT Technology Coordination Group (TCG)**

The attached Administrative Policy supports the formation of a technology investment oversight group to prioritize investments in technology and keep citywide strategies going forward aligned.

A key principle in the City remaining sustainable is to be unified in an overall strategic direction, but equally important is the strategic optimization, prioritization, and standardization of City-wide operational improvements. We all appreciate that we cannot do everything all at once, and that change is a process and takes time. The organization needs to become vigilant in how it invests and assure that those investments are engaged and valued.

The City, in its historic decentralized and then more recent federated ways, has made great strides to engage and leverage technologies to facilitate operational improvement and performance goals. However decentralized choices continue to create some unintended sub-optimization, for example in the area of online payments, time management, inventory management and performance reporting. More recently, we found the organization pursuing RFID technology in four different departments and those investigations were occurring independently without internal collaboration. It is time we mature to the next level.

Our Technology and Change Management operation is an example of how industry-alignment and standardization, alternative staffing models, and industry best practices (ITIL/PMO/etc.) can be effective. However, they are pulled every which way by requests for numerable new initiatives. IT is constantly in a difficult position determining what is and what isn't a priority in support of the City's fluid strategic goals.

It is now time to take that next step and unify all these strategies, operations, and their supporting technologies, into a cohesive ongoing strategy. The TCG group (has to be a three letter acronym) to be instrumental in assuring that our technology decisions are approached from an organizational perspective, and that subsequent departmental engagement leverage the work done by the early adopters. We think that the best way to accomplish this is to collaborate as a group to guide and evaluate all major IT projects, initiative, and investments going forward. This new role of the reconstituted TCG is not technical, but strategic. The TCG will review and prioritize new initiatives/investment and guide and support our IT operations to build, as we initially set out; A strategic, valued, and sustainable City and expand IT's mantra of Leveraging Technology to Affect Change.