



City of Seattle

ALERTSEATTLE

IMPLEMENTATION, OPERATIONS AND MANAGEMENT

GOVERNANCE CHARTER

Revision 1.2 : May 13, 2015

AlertSeattle [SharePoint Team Site](#)

Document Purpose & Control

Purpose

2015 is a transitional year for the Emergency Notification and Alerting System project. Rave Mobile Safety was selected through an RFP process by the city as the service provider for AlertSeattle. A contract was signed with Rave on January 22, 2015 and system implementation began the following day. Project staff anticipate that initial setup will require only a few months with data loading, system configuration and testing to be carried out throughout 2015. Therefore, the governance structure which was established to oversee development of system specifications and the vendor selection process will now shift to address governance of system implementation and ongoing operation and management.

This document describes first the structure that was employed for overseeing the procurement project and then the new framework for governance of system implementation and ongoing operations. Then it outlines how the shift from the former to the latter will occur.

Document Control

Table 1 contains a running history of the major revisions to the charter. The charter is a living document that is updated at key milestones, such as after the project definition allows for refined cost estimates. Stakeholders should review and approve major revisions to the Project Charter.

Table 1. Change Record

Date	Author	Version	Change Reference
1/23/15	Tim Morrow	1.0	Initial Draft
5/4/15	Mark Sheppard	1.1	Revision
5/13/15	Mark Sheppard	1.2	Revision <i>to include Core Communications Group</i>

Table of Contents

1	PROJECT DESCRIPTION.....	3
1.1	PROJECT BACKGROUND	3
1.2	PROJECT MISSION.....	4
1.3	PROJECT GOALS.....	4
1.4	PROJECT GUIDING PRINCIPLES	4
1.5	PROJECT SUCCESS CRITERIA.....	4
2	PROJECT SCOPE	5
2.1	IN SCOPE	5
2.2	OUT OF SCOPE	5
2.3	DELIVERABLES	6
2.4	SCHEDULE	6
2.5	MILESTONES.....	6
3	GOVERNANCE STRUCTURE, ROLES & RESPONSIBILITIES.....	ERROR! BOOKMARK NOT DEFINED.
3.1	PROJECT TEAM ORGANIZATION	7
3.2	ONGOING GOVERNANCE STRUCTURE	ERROR! BOOKMARK NOT DEFINED.
3.3	TEAM ROLES AND RESPONSIBILITIES FOR THE PROJECT AND ONGOING OPERATIONS.....	9
4	GOVERNANCE CHARTER APPROVALS	14

1 Project Description

Overview: The Department of Finance and Administrative Services and the Office of Emergency Management in collaboration with eight City departments conducted an RFP process in the fall of 2014 selecting Rave Mobile Safety to replace the City's outdated community notification system. The objective is to implement a real-time mechanism enabling the City to send the public information for taking immediate life protective measures and rapidly mobilizing emergency responders during events such as active-shootings, serial arsons, urban flooding, landslides or a possible oil train accident. Expected service improvements will be implemented in two phases.

Phase 1 to be completed in July of 2015, will provide an alert and notification system with:

- Easy to use public on-line sign-up for receiving emergency alerts
- Capability to reliably warn the public in a timely manner
- Ability to better reach all segments of our community including historically underrepresented groups
- Ability to alert city employees of emergencies that affect the work place
- Ability to rapidly mobilize emergency responders
- Capacity to reach larger portions of the community quickly utilizing smart phones, social media and other modes of communication
- Public Outreach - a campaign linked with the *National Night Out Against Crime* event is planned to begin in August and carry through storm season this fall and winter

Phase 2 is planned to follow a successful implementation of Phase 1 and may begin in the second half of 2015. Phase 2 will address non-emergency notifications which may include; service outages (e.g., power, water), road closures and traffic disruptions, and garbage pickup delays.

The City intends for Phase 2 to improve community engagement by offering opt-in notifications on issues such as animal shelter alerts, policy changes, zoning issues and public health advisories.

1.1 Project Background

The City's current Community Notification System (CNS) operates on products supplied by Communicator NXT. This system, administered by the Department of Information Technology has been in service since 2006. The vendor has provided limited upgrades to the technology and functionality during this period. This emergency notification and alert system is at end-of-life and the City has chosen to replace it with a modern system, hosted by a vendor supplying software, data center and network infrastructure services. These services must be highly reliable in order to support the City's emergency requirements and will be administered by a service level agreement with accountability safeguards favorable to the City. DoIT worked with the vendor to perform a limited upgrade of CNS to support current applications operated by City Light and other City departments while a ENAS is implemented.

Budget - The Mayor's 2014 budget contained a proposal to fund the emergency notification and alerting project. The City Council approved the proposal and appropriated funding in the amount of \$345,000 in Finance General to pay for vendor selection, system implementation and start-up of system operations. An amount of \$75,000 was authorized to hire a project manager in 2014. The remaining \$270,000 will be allocated in an amount of \$150,000 to FAS for project management to oversee implementation and \$120,000 to DoIT to pay the 2015 annual contract with Rave Mobile Safety the system vendor. Additionally, \$205,000 was appropriated in Finance General for system operations in 2015. The City Budget Office has recommended that DoIT receive \$55,000 to be applied toward a part time systems administrator for the system and OEM receive \$75,000 to initiate a public outreach campaign to inform the public of this new service and promote sign-ups.

The project sponsors working with CBO to submitted a supplemental ordinance to appropriate funding for the contract and project management. The funding will be encumbered and carried over into 2015. Additionally, the ordinance will make the necessary transfers of 2015 funds to DoIT for system administration and OEM for public outreach and education. The eight sponsoring departments worked collaboratively with DoIT to write a 2016-2017 BIP that will address ongoing operations and Phase 2 of the project. Additional budget actions in the future may be required.

The New System - The implementation and ongoing operation of City's emergency notification and alerting system *AlertSeattle* is sponsored and overseen by the Office of Emergency Management in collaboration with The Department of Finance and Administrative Services and administered by the Department of Information Technology (DoIT) as an enterprise technology resource capable of serving all city departments for emergency alerting as well as public outreach and engagement. A governance model is in place through this charter agreement of the sponsoring departments to provide for development of

AlertSeattle Charter

operating practices and procedures, funding and future planning. The new system will be a hosted, cloud-based solution employing a Software as a Service (SaaS) model. The vendor provides for continuity of operations during disaster events, provides capability for data center redundancy and reliability and high throughput communications networks to support alerting volumes during a city-wide emergency.

1.2 Project Mission

To update and manage a City-wide emergency notification and alert system providing modern technology that is consistent with federal and state guidelines and consistent with current and planned communications practices and standards.

1.3 Project Goals

Listed below are specific project goals for the ENAS project.

ID#	Goals
Business and Technical Goals	
G-1	To acquire and implement a new emergency notification alerting system.
G-2	To improve the City's ability to notify the public and mobilize emergency responders.
G-3	The technical solution will be flexible and adaptable to our business needs, requiring little or no customization.
G-4	To provide comprehensive communications plan and training to all end users; ensure that well-documented processes and procedures are in place.
G-5	To develop Citywide policies and procedures for the emergency notification alerting system that comply with requirements for federal and local policy and procedures.
G-6	To create and enable a self registration website.
Project-Specific Goals	
G-7	To provide users with timely, clear communications, logistics management, basic training and responsive customer service/support.
G-8	To manage the Project within the allocated and approved budget and schedule.

1.4 Project Guiding Principles

The purpose of this section is to define principles that represent common beliefs for the project governance teams and guide the project throughout its lifecycle in all circumstances, irrespective of changes in its objectives or strategies.

- Provide transparency into the analysis, design and decision-making process throughout the life of the project.
- Practice open, honest communication among all participants.
- Maintain full disclosure of all assumptions, risks and issues influencing the project.
- Recognize and consider risk as an important influence in all decisions.
- Leverage previous and current work of City Departments.
- Demonstrate flexible thought leadership in priority setting and methodology definition.
- Demonstrate a commitment to the establishment of common operating practices.
- Consider both the goals and objectives of the City as a whole as well as the City department goals and objectives to the fullest extent.
- Demonstrate efficient and effective management of financial and staff resources and ensure that both are utilized optimally.

1.5 Project Success Criteria

The purpose of this section is to define the criteria that must be true in order to consider the Project a success at Project Closeout.

- Select a system that meets the requirements and specifications of the Stakeholders.

AlertSeattle Charter

- Implement a system that is accepted and used by the end users.
- Departments are provided training on new policies, processes and technology.

2 Project Scope

The Scope, as defined in this Project Charter, represents the current view of what the project will and will not deliver. After this Charter is approved, any changes or additions to scope as described below will be subject to the change management process and approval by the Project Steering Committee.

2.1 In Scope

The project will deliver the following scope elements for the city's public and internal emergency notification and alerting needs.

ID#	Scope Element Description
IS-1	Define notification and alerting policies, processes and procedures to guide system users and administrators in appropriate use and practices.
IS-2	Define requirements obtained from all levels of end users for the functionality of the new system for notification and alerting.
IS-3	Educate stakeholders on industry current best practices and technologies so they may effectively evaluate proposal in the vendor selection process.
IS-4	Implement a new emergency notification and alerting system to support all city departments.
IS-5	Define and implement operating protocols for the notification and alerting system in accordance with the City's business, legal and departmental security requirements.
IS-6	Configure the emergency notification and alerting system to support the City's alerting requirements and policies.
IS-7	Define and implement system administration procedures associated with managing the public disclosure and litigation components of the application (accounts, rules, security, etc.).
IS-8	Develop an operations plan and associated documentation for the system; identify and train system administrators.
IS-9	Provide system training to end users and system administrators

2.2 Out of Scope

The following components are out of scope for the project.

ID#	Scope Element Description
OOS-1	Two way Public Alerting (not in near term perhaps in the future)
OOS-2	Public reporting (not in near term perhaps in the future)
OOS-3	Implementation of other Public Response capabilities (not near term)

2.3 Deliverables

As a part of the project, ENAS Project Team will create and deliver the following Project Management deliverables.

1. Project Charter
2. Overall Architecture Diagram/Documentation
3. Project Communications plan
4. Project Status reports
5. Project Governance with SC updates and meeting minutes.
6. Project Risk & Issue Log
7. Project Decision Register
8. Project Change management plan
9. Project Resource management plan
10. Project Financial management plan
11. Project Requirements management plan
12. Project Schedule
13. New or Redesigned Business Processes (for key impacted processes such as software upgrade/patching model and service desk support processes)
14. Project Guidelines for key methods and templates to promote consistency across projects (e.g., RAID, readiness checklists, quality management, defect tracking, etc.)
15. Project documentation as defined within Project Scope
16. Support Plan with underlying vendor SLA
17. Project Closeout Report with Lessons learned

2.4 Schedule

The ENAS project restarted on April 17, 2014, and Phase I is estimated to be complete by June 26, 2015. Implementation began on January 23, 2015 following the signing of the contract with Rave Mobile Safety.

The detailed task list/schedule will be stored on the project's SharePoint site: Milestones

Based on the preliminary schedule, here are the key Project milestones.

Milestone	Target Date	Actual Date
1. Project Budget Approval (authority to proceed with RFP)	04/17/14	04/17/14
2. ENAS Steering Committee restarts project and calls for RFP	05/05/14	05/05/14
3. Steering Committee approval of updated project charter, requirements and RFP approach	06/09/14	06/09/14
4. Steering Committee approval of RFP	07/14/14	07/14/14
5. City Purchasing issues RFP	07/17/14	07/23/14
6. Submit initial draft of legislation to CBO to appropriate funds for system implementation and operation	07/23/14	07/23/14
7. Proposals due	08/18/14	08/20/14
8. Estimate cost of acquisition and operation; brief CBO and finalize legislation for appropriation	09/01/14	09/15/14
9. Vendor Evaluations and Demonstrations	10/03/14	10/14/14
10. Receive appropriation of funds to contract with selected vendor	10/13/14	NA
11. Announce apparently successful vendor	10/22/14	10/22/14
12. Contract Award	12/08/14	1/22/15
13. Begin Implementation	12/10/14	1/23/15
14. Finalize <i>AlertSeattle</i> operating policies and guidelines	5/8/2015	
15. Departmental draft standard operating procedures for <i>AlertSeattle</i>	5/13/2015	
16. Review and adoption of <i>AlertSeattle</i> policies and guidelines by EEB	5/20/2015	
17. Vendor system setup, orientation, initial training and admin practices	4/30/2015	
18. Design and implement automated procedure for updating city employee contact information in <i>AlertSeattle</i>	4/30/2015	
19. Establish City administrative framework for operating <i>AlertSeattle</i>	05/11/15	
20. Demonstration and testing of internal staff alerting	06/01/2015	
21. Public outreach go live for sign-up	07/01/2015	
22. 911 landline loading	06/01/15	
23. Configure public registration web portal	06/11/15	
24. Complete Phase 1 stabilization and testing	12/31/15	
25. Initiate Phase 2 non emergency functionality	07/01/15	

3 Governance Structure, Roles & Responsibilities

3.1 AlertSeattle Governance Organizational Structure for Implementation, Operations and ongoing Management

The project team was organized as a matrix. Team members from each organization continued to report to their organizational management throughout the duration of the project.

The organizational chart below (diagram 1) depicts the project governance and team structure through the RFP vendor selection process. Now that implementation has begun, this project governance framework has evolved to the structure shown in diagram 2 that follows this one.

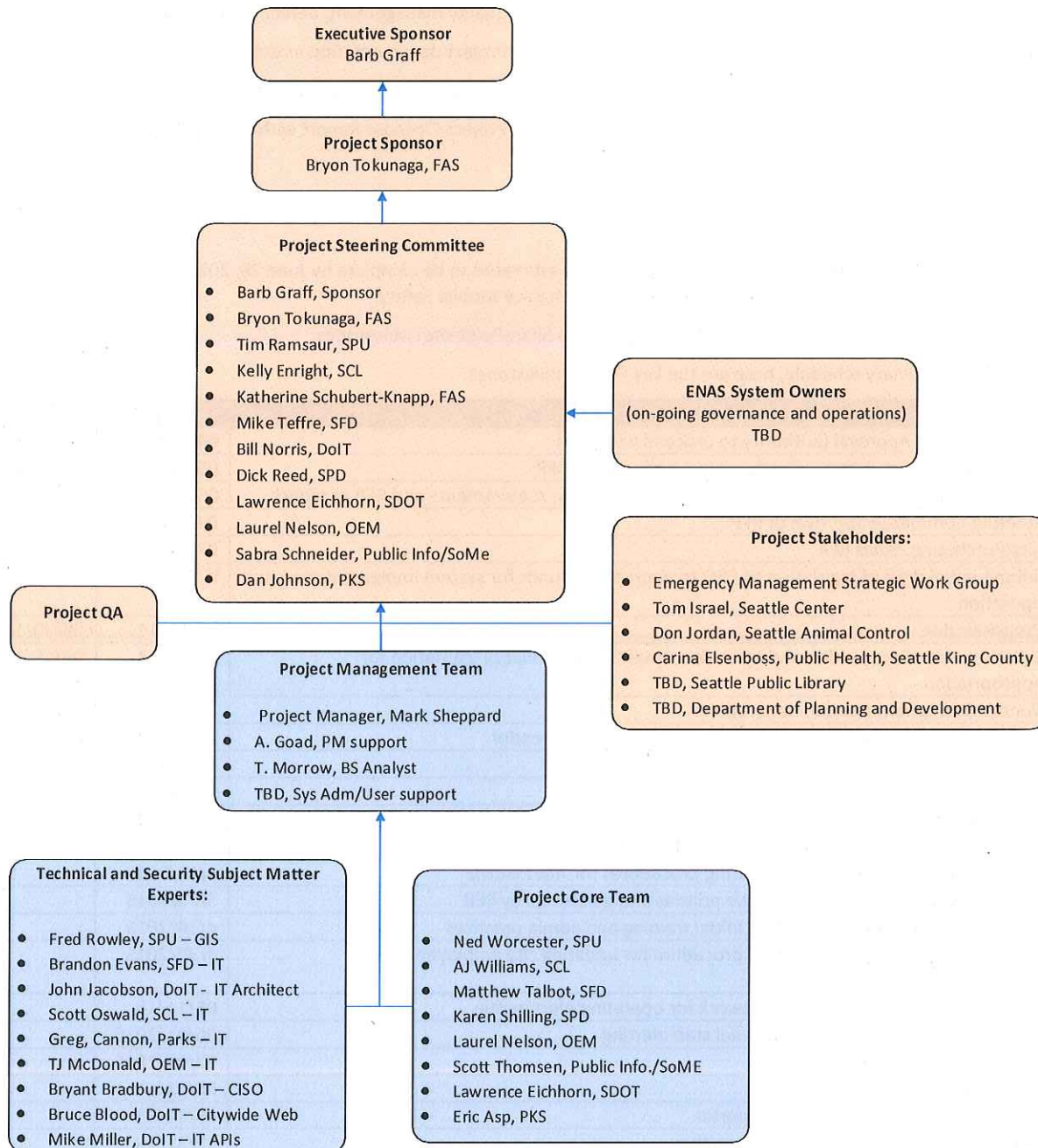


Diagram 1

AlertSeattle Charter

This governance structure has changed as implementation progresses and operation has begun. Implementation and Operation are now managed under the new structure as described in the subsequent sections.

The following diagram depicts *AlertSeattle's* ongoing governance structure. Section 3.3 documents the roles and responsibilities of each group shown here.

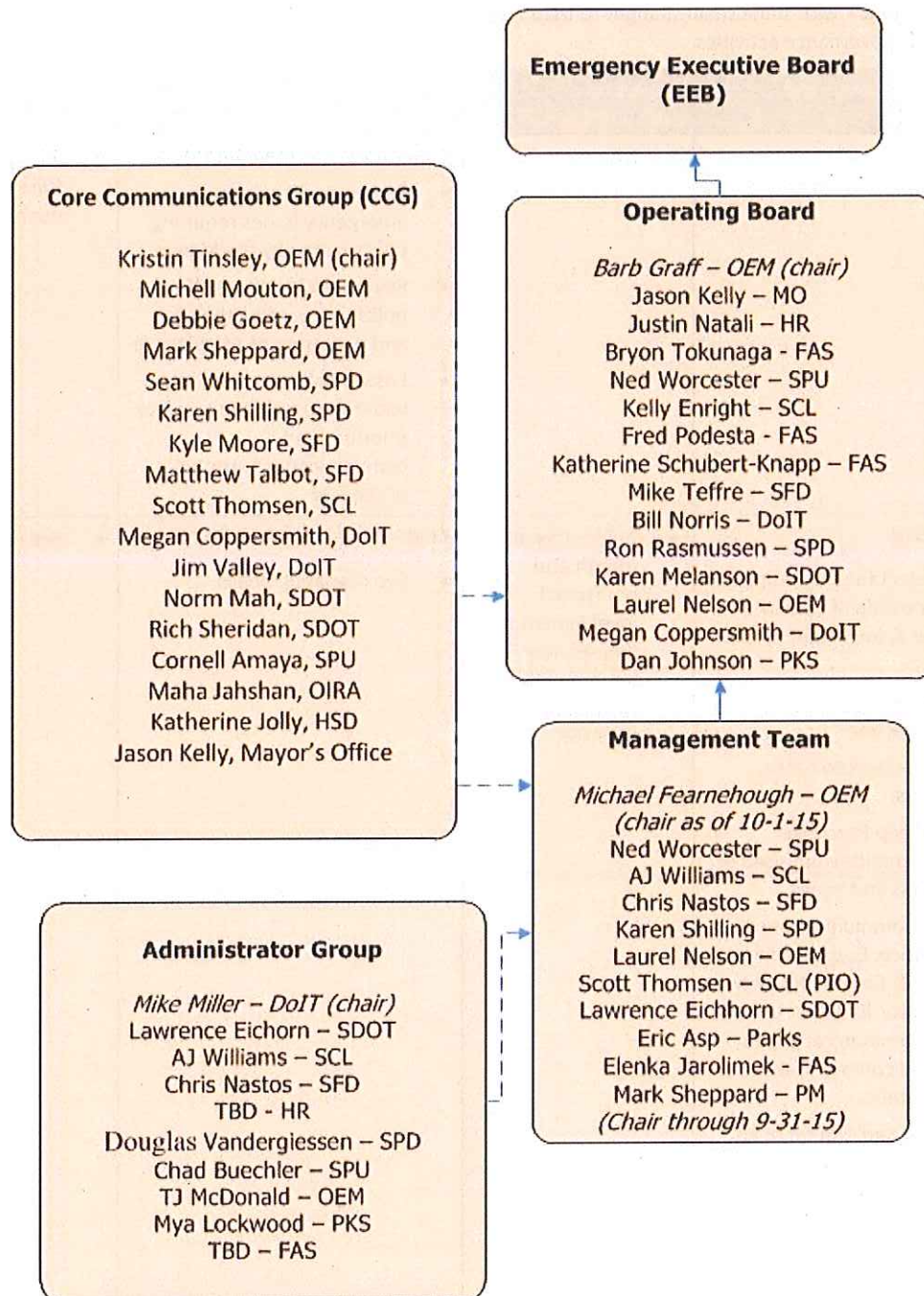


Diagram 2

3.2 Team Roles and Responsibilities for the Project and Ongoing Operations

The purpose of this section is to identify how the governance entities created for the project change into governance bodies that will guide *AlertSeattle* through implementation and ongoing operations. The following table identifies both project and ongoing governance entities as well as their attendant responsibilities and an estimated time commitment.

The table shows that – with some small changes to their responsibilities – many of the project governance bodies can evolve to perform ongoing governance activities.

Project Entity & Responsibilities	Project Time Commitment	Ongoing Governance Entity & Responsibilities	Ongoing Governance Time Commitment
NA	<ul style="list-style-type: none"> NA 	Emergency Executive Board <ul style="list-style-type: none"> Review and advise on emergency issues requiring policy action by the Mayor Review and approve all policies governing the use and operation of <i>AlertSeattle</i> Ensure policy consistency with the overall public safety priorities and communications strategies of the City 	<ul style="list-style-type: none"> 4 hours per year (one meeting per quarter for an hour)
Project Executive <ul style="list-style-type: none"> Secure project funding. Approve spending outside of approved boundaries & important scope changes. Provide project guidance and strategic direction. Champion project to other stakeholders. Chair and keep Executive Steering Committee apprised of key decisions and issues. High Level communications to Mayor's Office, Budget Advisory, Legislative, & Council; Primary communicator for Labor Unions; Approves communications for all high level communications & public inquiries; Final review and sign off of all project decisions and key deliverables. Resolve project issues and risks escalated from the Steering Committee. 	<ul style="list-style-type: none"> 2-4 hours per month and occasional involvement to address any issues escalated by the Project Sponsor. 	Chair of the Operating Board <ul style="list-style-type: none"> See operating board 	<ul style="list-style-type: none"> See operating board

Project Entity & Responsibilities	Project Time Commitment	Ongoing Governance Entity & Responsibilities	Ongoing Governance Time Commitment
Steering Committee <ul style="list-style-type: none"> Support the Project Executive Sponsor to produce recommendations on key decisions and recommend policy for approval. Oversee progress of the project and provide direction as needed Accountable for project success Ensure recommendations are achievable. Resolve escalated issues or risks on a timely basis. Act as project advocate and champion within departments. 	<ul style="list-style-type: none"> 1-2 hours per month 	Operating Board <ul style="list-style-type: none"> Executive level oversight and management of the system Review process and policy recommendations made by the management team Support and review of ongoing maintenance, enhancement and budget Provide a framework for collaboration and dispute resolution Ensure service quality and delivery meet City goals 	<ul style="list-style-type: none"> One hour per month for the first six months One hour every other month after implementation
Project Sponsor <ul style="list-style-type: none"> Final authority on project escalated issues and risk mitigation Final authority on decisions related to the project scope, schedule and budget Communicate the case for change Establish and approve the strategic direction of the project Champion the project with all stakeholders Communicate project progress with customers and IT management Provide project leadership and direction Review project progress and results Review key communication messages for projects Participate on ENAS Project Steering Committee for project duration 	<ul style="list-style-type: none"> 30 min. per week through project duration 	<ul style="list-style-type: none"> Technical Systems Sponsor Executive Level final authority on technical operations of the system and ongoing vendor relations 	<ul style="list-style-type: none"> See Operating Board

AlertSeattle Charter

Project Entity & Responsibilities	Project Time Commitment	Ongoing Governance Entity & Responsibilities	Ongoing Governance Time Commitment
Project Manager <ul style="list-style-type: none"> • Manage the project in accordance with industry project management and best practices. • Guide overall project strategy • Develop project communications plan and provide regular project updates per the plan. • Monitor overall project schedule, budget, and scope • Establish and facilitate project steering committee meetings. • Communicate project status to other City governance groups • Manage project level financials, track to budget and forecast to completion • Work with project team to establish a project change management plan and review/approve change requests as appropriate • Track and plan project level risks and issues and act as escalation channel for the projects • Identify common theme or problems and support their resolution • Collaborate with core team to promote consistency of methods and processes • Provide Business Process Redesign support for processes that span the project. (e.g., new upgrade process) • Promote best practices regarding Voice of the Customer, usability, end user training, user adoption, & benefits realization 	<ul style="list-style-type: none"> • Full time 	Project Manager <ul style="list-style-type: none"> • Oversee and coordinate implementation 	<ul style="list-style-type: none"> • Full time through implementation

Project Entity & Responsibilities	Project Time Commitment	Ongoing Governance Entity & Responsibilities	Ongoing Governance Time Commitment
Core Team <ul style="list-style-type: none"> • Provide Departmental vision and direction to the project advisors • Provide detailed knowledge for the development of business process flows and requirements • Identify process gaps for improvement • Identify and make recommendations for policy changes • Identify stakeholder impact • Contribute to the development of detailed demonstration scripts • Evaluate proposed solutions during demonstrations • Develop technical and security requirements for inclusion in the RFP • Evaluate the security capabilities of proposed solutions • Identify technical requirements • Assess proposals for technical compliance • Understand, approve, and support the overall architecture and integrations • Participate and/or execute the design, build/test and implementation activities • Understand and comply with the project and project management processes • Understand high level project activities and schedule for the project 	<ul style="list-style-type: none"> • 2-12 hours per week planning & design phase 	Management Team <ul style="list-style-type: none"> • Develop operating processes and policies in coordination with represented departments • Communicate City policy to respective departments and ensure compliance • Facilitate system use and operations across departments • Identify long term direction and priorities for <i>AlertSeattle</i> • Members: <ul style="list-style-type: none"> ○ Serve as the principal, departmental point of contact for the City's emergency alerting processes ○ Coordinate development/updating of department SOPs in accordance with Citywide SOPs 	<ul style="list-style-type: none"> • Weekly for one hour through implementation • Monthly for one hour post implementation

AlertSeattle Charter

Project Entity & Responsibilities	Project Time Commitment	Ongoing Governance Entity & Responsibilities	Ongoing Governance Time Commitment
Department SMEs/Stakeholders <ul style="list-style-type: none"> Review and provide feedback on requirements Review and provide feedback on RFP Observe vendor demonstrations Provide detailed knowledge for the development of business process flows and requirements Provide technical expertise for processes, policies, requirements, migration etc. Identify process gaps for improvement Contribute to the development of detailed demonstration scripts Develop security requirements Develop technical requirements Assess proposals for technical compliance 	<ul style="list-style-type: none"> 0-4 hours per week (with some spikes) 	Administrator Group <ul style="list-style-type: none"> Identify system issues Suggest revision to business processes and/or policies Serve in a preliminary policy and decision-making role as well as an advisory body to the management team and/or operating board Ensure represented departments adopt AlertSeattle policies and processes Members: <ul style="list-style-type: none"> Train and supervise their staff in the use of the system Designate a management-level representative to participate in the AlertSeattle Management Team 	<ul style="list-style-type: none"> Meeting 1 hour per month Other time as required by tasks
	<ul style="list-style-type: none"> 	Core Communications Group (CCG) <p>This group is composed of public information officers and outreach specialists from departments who will use <i>AlertSeattle</i>. The Core Communications Group is responsible for successfully launching the public outreach campaign for AlertSeattle and driving the number of opt-ins. This group is chaired by OEM's <i>AlertSeattle</i> Public Outreach Lead, who will be the primary contact for consultant services, coordinate meeting agendas, and convene meetings twice monthly before the public launch and then as needed.</p>	<ul style="list-style-type: none"> Meets as needed with primary work effort May through the end of 2015.

4 Governance Charter Approvals

Name	Role	Dept	Date/Signature
Graff, Barb	Executive Sponsor	OEM	<i>Barb Graff</i> 6/15/15
Tokunaga, Bryon	Project Sponsor	FAS	<i>Bryon Tokunaga</i> 6/15/15
Norris, Bill	Technical Systems Sponsor	DoIT	<i>Bill Norris</i> 6/17/15
Jason Kelly	Project Steering Committee	MO	<i>Jason Kelly</i> 6/17/15
Justin Natali	Project Steering Committee	HR	<i>Justin Natali</i> 6/17/15
TBD <i>VED WORCESTER</i>	Project Steering Committee	SPU	<i>Wendy Worcester</i> 6/18/15
Enright, Kelly	Project Steering Committee	SCL	<i>Kelly Enright</i> by <i>William</i> 6/18
Fred Podesta or Schubert-Knapp, Katherine	Project Steering Committee	FAS	<i>Katherine Schubert</i> 6-15-15
Teffre, Mike <i>A.D. VICKERY</i>	Project Steering Committee	SFD	<i>Mike Teffre</i> 6/15/15
Megan Coppersmith	Project Steering Committee	DoIT	<i>Megan Coppersmith</i>
Ron Rasmussen	Project Steering Committee	SPD	<i>Ron Rasmussen</i>
Karen Melanson	Project Steering Committee	SDOT	<i>Karen Melanson</i> for
Nelson, Laurel	Project Steering Committee	OEM	<i>Laurel Nelson</i>
Johnson, Dan	Project Steering Committee	PKS	<i>Dan Johnson</i> by <i>Eric Arp</i>

THE NEW YORK PUBLIC LIBRARY

ASTOR LENOX TILDEN FOUNDATION

500 N. 5TH ST. NEW YORK, N.Y.

1892

THE NEW YORK PUBLIC LIBRARY
ASTOR LENOX TILDEN FOUNDATION
500 N. 5TH ST. NEW YORK, N.Y.

NEW YORK