Structure #1
Suggested for Large Agencies/Multijurisdictional Efforts

Although there are many ways to configure a project decisionmaking structure, the following illustrates a common and basic structure comprised of a **Steering Committee** to which two additional groups report: a **User Committee** and a **Technical Committee**. **Ad hoc working groups** may be convened for specific short-term tasks.

**EXECUTIVE SPONSOR**
- Chief/Sheriff
- Ultimate decisionmaking authority
- Provides leadership and accountability

**1.1 STEERING COMMITTEE**
- Deputy Chief(s)/Sheriff(s), i.e., Records, Identification, Dispatch, Jail
- Provides leadership, creates vision, removes obstacles

**1.2 PROJECT MANAGER**
- The person responsible for all project-related tasks and deliverables
- Directs User and Technical Committees
- Informs Steering Committee

**1.3 USER COMMITTEE**
- Subject matter/business process experts
- Patrol Officers, Dispatchers, Records Clerks
- Identifies systems operational requirements

**1.4 TECHNICAL COMMITTEE**
- IT support staff within the agency and from parent IT organization
- Analyzes technical environment
- Identifies technical solutions

**1.5 AD HOC WORKING GROUP**
- Focused on a particular project, e.g., computer-aided dispatch (CAD)

**1.5 AD HOC WORKING GROUP**
- Focused on a particular project, e.g., records management system (RMS)

**1.5 AD HOC WORKING GROUP**
- Focused on a particular project, e.g., researching mobile computing devices

**1.5 AD HOC WORKING GROUP**
- Focused on a particular project, e.g., transferring data from CAD to RMS

Sample Project Decisionmaking Structure #1
1.1 The Steering Committee

Who Captains, Lieutenants, high-ranking nonsworn employees (i.e., dispatch supervisor, records supervisor, IT manager).

Role Adopt a shared vision; commit to and guide the project; dedicate staff resources; keep abreast of project progress, risks, challenges, successes; provide update reports to Executive Sponsor; remove project barriers; deal with policy and personnel obstacles; and render decisions on issues that impact project scope, time and cost.

Members of the Steering Committee are generally high-level managers and/or supervisors within the agency. These individuals can assign and commit staff within their department, division or unit to participate in the project as needed. This group will ensure that a structured project management process is adopted and followed for the IT project. The Steering Committee will provide constant guidance and oversight to the project, its progress and deliverables, and will make most decisions related to the project. They will keep the Executive Sponsor informed of project progress and advise the Sponsor of specific action the Sponsor may need to take to remove project barriers or to garner resources. Additionally, Steering Committee members are often individuals from the agency who are involved in broader agency strategic planning initiatives and will make sure that the IT project is properly aligned with the agency’s budget, as well as overall business objectives, such as community oriented policing.

For regional efforts, the Steering Committee should be comprised of the Chiefs/Sheriffs of each of the agencies involved in the initiative. Appointing alternate representatives for the Chiefs/Sheriffs is not recommended, unless they are given full decisionmaking authority for their agency.

1.2 The Project Manager

Who Ideally, an individual who has project management skills, experience and/or training, dedicated in a full-time manner to the success of the initiative.

Role To provide overall project direction, manage the project’s schedule, serve as a single point of contact with vendors, direct/lead team members toward project objectives, review and approve project deliverables, handle low-level problem resolution, serve as liaison to the Steering Committee.
The Project Manager must be selected with careful consideration and may need to be empowered to forego his or her normal duties and assignments, sometimes for periods of up to 2 years or more, depending on the project. The Project Manager is responsible for virtually all aspects of the initiative and is formally accountable to both the Steering Committee and the Executive Sponsor. (Informally, the Project Manager is accountable to the User and Technical Committees.) In the event that outside assistance is used (such as contract consultants), the Project Manager will also be responsible for coordinating activities in terms of adopting any recommended project methodology and/or deliverables and facilitating resources (i.e., ensuring that a group of individuals are available for a meeting). The Project Manager assumes the greatest degree of project responsibility and accountability within this framework.

To complete the decisionmaking structure, two other components are essential: User and Technical Committees. While the Steering Committee sets policy, makes key decisions and commits agency resources, its members are not generally involved in the daily operational information flow within and between the agencies, nor do they (or should they) know the technical solutions to these issues. The User Committee is essential for understanding, analyzing and defining the business of the law enforcement agency, while the Technical Committee assesses current technical environments and formulates the technical solutions that enable automation and information sharing.

### 1.3 The User Committee

| Who | Subject matter and business process experts for the functions to be addressed (i.e., patrol officer, detective, dispatcher, records clerk, crime analyst, property manager). |
| Role | To assist and support in creating a project charter (Chapter 3) and ultimately the project plan (Part III). To analyze existing workflows, define business processes (Chapter 4), look for efficiencies and establish the requirements of any new system. |

The User Committee will include the “front-line” personnel and key users of the technology. Think of it this way: If a particular group of individuals, patrol officers, for example, will use the technology, they MUST be represented on the User Committee. Obviously not every patrol officer needs to be included, but key representative(s) who are in the field and know the day-to-day business of a patrol officer should have a seat on the Committee. Individuals serving on this Committee can include patrol, detectives, dispatch, records clerk, crime analysts and managers. Determining who should be on the Committee will be governed by the specific business processes being addressed (see example next page).
This group will be charged with analyzing current business processes and practices, identifying ways to improve workflow and efficiency, and defining how the system will support their business needs to make their work more efficient and effective and solve particular problems. The User Committee will evaluate software and technical solutions to their business requirements.

**EXAMPLE**

Anycity's Chief has decided to replace or enhance the department's CAD/RMS. In assigning individuals to the “User Committee,” the Chief appointed the following individuals for the following purposes:

- **DISPATCHER**
  Uses the system on a daily basis to properly dispatch units and capture critical call information.

- **PATROL OFFICER**
  Enters incident reports on a mobile computer that directly accesses and feeds the new records system.

- **DETECTIVE**
  Uses the system to build cases.

- **RECORDS CLERK**
  Enters, validates and maintains information entered in the system.

- **CRIME ANALYST**
  Uses data stored in the system to provide valuable information on crime trends.

- **POLICE SUPERVISOR AND MANAGER**
  Uses information captured in the new system for management of statistics and staff allocation.

- **CITY GIS REPRESENTATIVE**
  Explores the integration of CAD and RMS with the Geographic Information System (GIS).
1.4 The Technical Committee

**Who**  Dedicated technical staff from the agency, as well as City/County/State IT staff if support is provided to the agency by the parent organization or central data processing shop of the local jurisdiction.

**Role**  To understand the vision proposed by the Steering Committee and the User Committee’s workflow and business needs. To analyze the agency’s existing technical environment. To research and propose solutions to the agency’s business needs and problems.

The Technical Committee will take its cues directly from the User Committee. Once the User Committee has defined what it needs from a business perspective, the Technical Committee will analyze those needs with a focus on the agency’s current technical environment and potential industry solutions. The Technical Committee may be heavily involved in either “building” the solution in-house or evaluating solutions proposed by vendors. This Committee will also have to make important recommendations about training, assigning and hiring staff to implement, support and maintain the new system.

1.5 Ad Hoc Working Groups

Throughout the course of the project, it may be necessary to convene ad hoc working groups to focus on particular issues. These groups may be formed to look at specific tasks and business processes that require more in-depth research or analysis, or to carry out research on and development of a variety of project-specific plans, models, policies and directions. Ad hoc working groups are assembled on a temporary basis to address a specific issue or task.

**EXAMPLE**

XYZ police department is planning for a new CAD/RMS. The following ad hoc working groups were formed:

- ✔ Crime Analysis
- ✔ Data Transfer from CAD to RMS
- ✔ Mobile Access to CAD and RMS Data
- ✔ Management Statistics
- ✔ Automated Field Reporting